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THE APPLICATION OF DUTY MODULES TO THE FRONT-END ANALYSIS OF TH--ETC(U)
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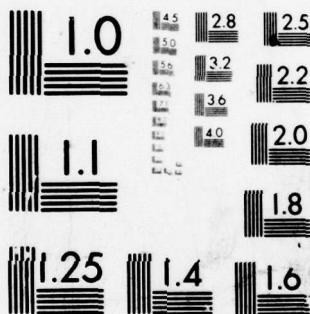
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ARI TECHNICAL REPORT

TR-78-B16

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THE APPLICATION OF DUTY MODULES TO THE FRONT-END ANALYSIS OF THE COMMAND AND GENERAL STAFF COLLEGE REGULAR COURSE

AD A075425

by

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December 1978

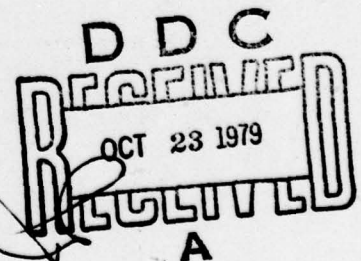
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Monitored technically by Francis F. Medland
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Prepared for



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COMMAND AND GENERAL STAFF COLLEGE REGULAR COURSE.

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Duty Modules

16 This report on an exploratory development research project is designed to meet military management requirements for research bearing on a specific management problem. ~~A limited distribution is made, primarily to the operating agencies directly involved.~~

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ABSTRACT

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The purpose of this research was to test the hypothesis of a 1977 C&GSC student thesis (Norris and Robbins) that Duty Modules would be useful tools for a front-end analysis of the C&GSC regular course curriculum. This was to be a pilot or prototype evaluation to see whether the hypothesis is worth pursuing further. The "Battle Captains" special one-week course for command designees and the "High-Level Staff Application" elective course for officers anticipating assignments to staffs above the corps level were used in the prototype study. ←

Part I

While some staff officer positions had been job analyzed and verified, these were only a sample of the OPMS specialty positions. It was necessary to construct a new Duty Module which cut across the board of high-level staff functions and which could be combined with the specialty Duty Modules in order to describe fully the duties of incumbents.

Since this new Duty Module had not been verified, twenty (20) incumbent staff officers assigned to Headquarters, DA and Headquarters, DARCOM embracing nineteen OPMS specialties, or alternate specialties, and seventeen previously verified Duty Modules were surveyed in order to verify the new Duty Module and to reverify the specialty Duty Modules already in the catalogue. The survey confirmed that the specialty Duty Modules remain valid and that the new Duty Module is performed at the "Do" or "Do and Supervise" level by the majority of incumbents, that the new Duty Module was considered by most to be critical to their jobs and to consume a significant portion of their duty time.

A comparison between the newly verified Duty Module for high-level staff officers and the scope and instructional objectives of the "High-Level Staff Application" course revealed that the course does prepare students to perform the common action officer duties associated with positions on high-level staffs.

Part II

The job analysis for Armor and Infantry brigade and battalion commanders had been completed and verified under earlier ARI contracts. Of the six applicable Duty Modules, only one was addressed in the "Battle Captains" elective course for command designees. This module pertains to the tactical duties of a commander in combat or simulated combat situations and fits hand-in-glove with the program of instruction.

Four of the remaining five Duty Modules which apply to unit commanders are addressed in orientation courses for command designees conducted at other Army schools. These modules address Military Justice and Command Authority, Counselling and Evaluating Subordinates, Supervising Appearance and Maintenance, and Training. General Administration is the only Duty Module not specifically addressed in a refresher or orientation course for commanders.

In conclusion the pilot test lends credence to the Norris-Robbins hypothesis on the feasibility and usefulness of Duty Modules in performing a front-end analysis of courses taught at the C&GSC.

The Application of Duty Modules to the Front-End Analysis
of the Command and General Staff College (C&GSC) Regular Course

INTRODUCTION

The mission of the Command and General Staff College is to provide instruction for officers of the Active Army and Reserve components, worldwide, so as to prepare them for duty as field grade commanders and principal staff officers at brigade and higher echelons.*

The College prepares officers to:

Command battalions, brigades, and equivalent-sized units in peace or war.

Train these units to accomplish their assigned missions.

Employ and sustain weapon systems to optimize their effect in the conduct of combined arms operations.

Serve as principal staff officers from brigade through division, to include support commands, and as staff officers of higher echelons, including major Army, joint, unified, or combined headquarters.

Manage manpower, equipment, money, and time with maximum efficiency.

Current policy is to select students from eligible officers prior to the end of their 16th year of commissioned service as of 1 September on the year of entry into the course. Selected officers are either in the grade of major or are captains who have already been selected for promotion to major.

It is important that C&GSC stay current with the needs of the officers who are and will be filling key command and staff positions. For this reason the C&GSC program has always been a dynamic one. Those responsible for the program have used every channel available to them, both formal and informal, to obtain feedback on the appropriateness and utility of the instruction. At present a new and unique analysis and feedback system is being examined as a possible improvement to the front-end analysis of the curriculum. The front-end analysis is a key and vital component of the "Interservice Procedures for Instruction Systems Development". (ISD), TRADOC Pamphlet 350-30.

* 1977-1978 Catalogue, U.S. Army Command and General Staff College

In a recently completed Master's thesis - "A Feasibility Study: The Application of Duty Modules to a Front-End Analysis of the Command and General Staff College Regular Course" (Norris and Robbins, Fort Leavenworth, 1977) submitted to the U.S. Army Command and General Staff College, the authors explore the feasibility of utilizing Duty Modules for the "front-end" analysis of the C&GSC regular course. The thesis is an innovative and well-done study based in part upon the earlier work by Cory, Medland, and Uhlaner (1977), Davis and Korotkin (1975), Korotkin, et al (1975), and others on a team which has been working on the Duty Module concept since 1970. While a great deal has been accomplished in the area of developing and applying Duty Modules to the various aspects of manpower management, including training feedback, this thesis is believed to be among the first to attempt to use them for the evaluation and development of a training program.

During the development of his thesis, Major John Robbins maintained close contact with those members of the staff of Gibboney Associates who have been involved with Duty Module research. The interactions included telephone discussions about Duty Modules, a review of the draft thesis, and finally a meeting at Fort Leavenworth on 13 July 1977 in which Major Robbins discussed the thrust and conclusions of his thesis with the assistant commandant of the college and representatives from ARI, members of the staff and faculty of the college, and others. As a result of these discussions the assistant commandant asked that a pilot test of the thesis hypothesis be run.

The specific problem was to empirically investigate the feasibility and utility of using Duty Modules to perform a front-end analysis of the U.S. Army Command and General Staff College (C&GSC) Regular Course. The thesis by Norris and Robbins (1977), concludes that "...the application of Duty Module concepts to the C&GSC curriculum is both feasible and usefu. Their use would significantly increase the ability to identify curriculum needs and define C&GSC output, both critical elements in resource justification. Additional curriculum improvements would result in more efficient resource allocation, reduction of subject matter duplication, and better use of student academic hours to support OPMS specialties" (Norris and Robbins, 1977, Abstract p.2).

The authors go on to point out some possible shortcomings of the Duty Modules and Duty Module approach to the systems engineering of a curriculum. They nonetheless conclude that "...Duty Modules offer an attractive approach to this problem and have the major advantage of being beyond the 'drawing board stage'. Duty Modules are a reality and the effort in time and resources to apply these concepts to the college is far less than that required to develop new methodology" (Norris and Robbins, 1977, p.83).

The goal of this research, therefore, was to comply with the assistant commandant's request to test the Norris-Robbins hypothesis by subjecting portions of the C&GSC curriculum to Duty Module analysis. Such an analysis was on the scale of a pilot test and represents a "prototype evaluation only" to see if the hypothesis is worth pursuing further. While the thesis recommendations appeared to be theoretically sound, we needed to assess their actual utility and practicality.

PROCEDURE

Approach

The approach was to select two (2) key assignment areas for which C&GSC has a significant role and responsibility in preparing the officer. (An examination of Figure 1, a "Professional Development Guide - Armor Specialty" from DA Pamphlet 600-3 suggested that both command and senior staff assignment areas might be appropriate.)

An extensive data base of Duty Modules already exists as well as complete job schedules for the duty positions analyzed to develop the modules. Although such a data base does not cover the entire spectrum of Army jobs, it is quite extensive and particularly strong in the combat arms, both command and staff positions, since Infantry and Armor branches have already been analyzed. The current Duty Module data base was taken into consideration when the two assignment areas were selected so as to minimize the need for the development of additional modules.

At meetings on 3 and 4 November 1977 held at the C&GSC following up on the earlier discussions held with the assistant commandant in July 1977, the contractor and COTR representing the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) discussed with representatives of the staff and faculty of the C&GSC the selection of two courses associated with the preparation of students for command and high level staff positions. It was decided that the special "Battle Captains" one-week course offered to officers designated to assume command of battalions and brigades and the elective course "High-Level Staff Application" would be the two (2) courses which would be analyzed in conjunction with the duty positions of battalion and brigade commanders and staff officers at the FORSCOM, TRADOC, DARCOM, DA, OJCS and OSD levels respectively.

One the two assignment areas were identified, the contractor applied Duty Module analysis techniques to both a sample of representative duty positions in those assignment areas, and the two key courses which relate to the preparation for those assignment areas. Following completion of the two Duty Module analyses a comparison between the Duty Module structure was made. The commonality in Duty Module content between the jobs and the training courses would indicate whether the training is consistent with the job description and requirements. Significant commonality would indicate a high degree of overlap between content taught and content required on the job, whereas, lack of or little commonality would indicate that either:

- a. C&GSC is teaching material not required or necessary to the job; or
- b. C&GSC is not teaching skills required by the assignment.

1 March 1974

EXTRACTED FROM FIGURE 9

Pam 600-3

PROFESSIONAL DEVELOPMENT GUIDE - ARMOR SPECIALTY				PROFESSIONAL DEVELOPMENT PATTERN (Illustrative)		YEAR
YEAR	PHASES OF DEVELOPMENT	ASSIGNMENTS	PROFESSIONAL EDUCATION	Primary Specialty	Alternate Specialty	
30	COLONEL Phase	Brigade Commander	Professional Military Education	Armor	Operations and Force Development	30
29		Post Commander				29
28		Division Chief of Staff				28
27		HQDA, JCS, OSD Division Chief				27
26		Chief MAAG or Mission Corps or Higher Staff Officer				26
25	LIEUTENANT COLONEL Phase	Service School Department Head	Army War College National War College Industrial College of the Armed Forces Naval War College Air War College Inter-American Defense College British Imperial Defense College Canadian National Defense College French Ecole Supérieure de Guerre AWC Non-Resident Course	BRIGADE COMMANDER	CHIEF, FORCE DEVELOPMENT DIVISION (US ARMY PACIFIC)	25
24		Post Commander				24
23		Battalion Commander				23
22		Commander, Special Forces Unit				22
21		Brigade Staff Officer				21
20	MAJOR Phase	Division Staff Officer	Army Command & General Staff College Armed Forces Staff College Navy Command and Staff College Marine Command and Staff College Air Force Command and Staff College School of the Americas CGSC Non-Resident Course	SSC SQUADRON COMMANDER	BRANCH CHIEF, MANPOWER AND FOR- CES (OACSFOR, HQDA)	20
19		HQDA, JCS, OSD Staff Duty				19
18		Service School Instructor				18
17		MAAG and Mission Duty Reserve or National Guard Advisor				17
16		Commander, Special Forces Unit				16
15		Brigade Staff Officer			STAFF OFFICER (TRAINING AND DOCTRINE COMMAND)	15
14		Division Staff Officer				14
13		HQDA, JCS, OSD Staff Duty				13
12		Service School Instructor				12
11		MAAG and Mission Duty Reserve or National Guard Advisor				11
10				CGSC	CGSC	10

Figure 1

In addition, the Duty Module matching would indicate the areas (Duty Modules) where discrepancies are occurring. Such discrepancies would carry with them implications for training revisions--increase or decrease in emphasis, dropping or adding certain areas, etc.

The results of such a prototype analysis would be indicative of the appropriateness and usefulness of the Duty Module application to the front-end or needs assessment phase of training development.

PART I Front-End Analysis of "High-Level Staff Application Course"

Scope* - This course deals with the organization, functions, and procedures of high-level staffs. Of particular concern are the relationships between the Office of the Secretary of Defense (OSD); Organization of the Joint Chiefs of Staff (OJCS); Office Secretary of the Army (OSA); and the Office of the Chief of Staff, United States Army (OCSA), as reflected in the eyes of an action officer. Three major subordinate commands to the Department of the Army (DA) - the Training and Doctrine Command (TRADOC), the Forces Command (FORSCOM), and the Materiel Development and Readiness Command (DARCOM) - are studied to determine the scope of their operations and responsibilities as well as their relationships to Headquarters, DA. One joint headquarters, US. Readiness Command, is studied and its relationship to the JCS covered. Students accomplish outside readings relating to functional areas of the Army General Staff and are required to prepare written staff actions using proper administrative format. Seminars with and/or television tapes by officers from DA, TRADOC, FORSCOM, and DARCOM are presented.

Instructional Objectives* - The student, anticipating orders to the Office, Secretary of Defense; Organization of the Joint Chiefs of Staff; Office, Secretary of the Army; Office, Chief of Staff, United States Army; Headquarters, United States Army Training and Doctrine Command; Headquarters, United States Army Forces Command; Headquarters, United States Army Materiel Development and Readiness Command; or Headquarters, United States Readiness Command, should:

1. Understand the organization and functions of the Office of the Secretary of Defense.
2. Understand the organization and functions of the Organization of the Joint Chiefs of Staff.
3. Understand the organization and functions of Headquarters, Department of the Army.
4. Understand the relationships between the Office, Secretary of Defense; Organization of the Joint Chiefs of Staff; and Headquarters, Department of the Army.
5. Understand the content of Chief of Staff Memorandum 340-15, "Office Management, Staff Action Process", 24 June 1976.

* U.S. Army C&GSC, High-Level Staff Application Course, Advance Sheet.

6. Understand the organization and functions of Headquarters, Training and Doctrine Command.
7. Understand the organization and functions of Headquarters, Forces Command.
8. Understand the organization and functions of Headquarters, Army Materiel Development and Readiness Command.
9. Understand the organization and functions of United States Readiness Command.

Survey Respondents - The existing catalogue of Duty Modules prepared for ARI in previous contracts was searched in order to select respondents for this effort whose duty positions had already been surveyed and verified in conjunction with the preparation of the current inventory of Duty Modules. This procedure alleviated the necessity to construct a host of new Duty Modules for survey respondents.

The Department of the Army (DA) and headquarters Army Material Development and Readiness Command (DARCOM) staffs were selected as being representative of the staff level for which the course is designed to prepare students. These two headquarters, additionally, are located in the Washington, D.C. area in proximity to the research staff. Formalities involved in obtaining access to respondents assigned to the Office of the Secretary of Defense (OSD) and Organization of the Joint Chiefs of Staff (OJCS), also located in the Washington area, weighed against the inclusion of respondents assigned to those organizations due primarily to the four month length of the contract. Headquarters, Training and Doctrine Command (TRADOC); Headquarters, Forces Command (FORSCOM); and United States Readiness Command are not located in the Washington Area and were not deemed sufficiently unique to warrant the expenditure of funds required to include additional visits to those headquarters. In summary, action officers assigned to the DA and DARCOM staffs were considered to be sufficiently representative of the high-level staff positions for which the course is designed to prepare students to draw on those two headquarters for the survey sample.

Positions Surveyed - Respondents assigned to the following positions on the DA staff were included in the structured interviews conducted by a research analyst. The Duty Module which is most applicable to their position is shown to the right of the position title.

<u>Position</u>	<u>Duty Module</u>
Personnel Staff Officer, Office of the Deputy Chief of Staff for Personnel (ODCSPER)	O-B-1, Performs manpower management staff functions

<u>Position</u>	<u>Duty Module</u>
Desk Officer, Southeast Asia, Office of the Assistant Chief of Staff for Intelligence (OACSI)	O-C-3, Performs foreign area strategic intelligence staff functions
Staff Officer, Strategy, Plans and Policy, Office of the Deputy Chief of Staff for Operations and Plans, (ODCSOPS)	O-D-2, Performs operations planning staff functions in a general staff or other coordinating staff
Staff Officer, Force Development, Program Forces, (ODCSOPS)	*O-E-3, Performs force development functions in general staff or other coordinating staff
Logistics Staff Officer, Office of the Deputy Chief of Staff for Logistics (ODCSLOG)	O-F-3, Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff
Logistics Staff Officer (ODCSLOG)	O-F-7, Performs general logistics staff functions
Engineer Staff Officer, Office of the Assistant Chief of Engineers (OACE)	O-F-10, Reviews, processes and coordinates military construction budgetary planning and programming at major command or departmental level
Engineer Staff Officer, (OACE)	O-F-11, Plans, staffs and coordinates military base and facility engineering requirements
Systems Coordinator, Office of the Deputy Chief of Staff for Research Development and Acquisition (ODCSRDA)	*O-K-1, Performs staff functions pertaining to research, development, test and evaluation of new equipment and materiel
Operations Research - Systems Analysis Analyst, Office of the Chief of Staff of the Army (OCSA)	*O-L-1, Performs operations research analysis

Respondents assigned to the following positions on the Headquarters, DARCOM staff were interviewed by a research analyst.

<u>Position</u>	<u>Duty Module</u>
Assistant Secretary of the General Staff, Office of the Secretary of the General Staff	O-A-9, Performs executive staff secretariat functions

* These three (3) Duty Modules also apply to three (3) respondents on the DARCOM staff.

<u>Position</u>	<u>Duty Module</u>
Manpower Control Officer, Personnel Training and Force Development Directorate	*O-E-3, Performs force development functions in general staff or other coordinating staff
Associate Director for Procurement, Procurement and Production Directorate	O-F-8, Performs staff functions concerning procurement of materiel
Program Officer, Office of the Comptroller	O-I-1, Performs program and budget staff functions
Research and Development Coordi- nator, Development and Engineering Directorate	*O-K-1, Performs staff functions pertaining to research, develop- ment, test and evaluation of new equipment and materiel
Assistant for Testing, Development and Engineering Directorate	O-K-3, Coordinates test and evalu- ation of new equipment and materiel
System Development Manager, Development and Engineering Directorate	O-K-6, Coordinates or conducts research, development and engineer- ing for developmental materiel or system
Project Manager, Army Container Oriented Distribution System, Materiel Management Directorate	O-K-7, Performs or assists in overall life-cycle management of special materiel project or product
Operations Research - System Analysis Officer, Plans and Analysis Directorate	*O-L-1, Performs operations re- search analysis
Chief Investigations and Complaints Division, Office of the Inspector General	O-W-5, Performs Inspector General staff functions

Summary of general information pertaining to twenty (20) re-
spondents surveyed:

Grade

Colonel - 5; Lieutenant Colonel - 9; Major - 6

Branch

Engineer - 5	Military Intelligence - 2
Field Artillery - 3	Ordnance - 2
Infantry - 3	Transportation - 2
Air Defense Artillery - 2	Armor - 1

* These three (3) Duty Modules also apply to three (3) respondents on the
DA staff.

Education

Number completed C&GSC - 18 (1 additional has completed non-resident course)

Number completed SSC - 2

Number Holding Masters Degree - 16 (including 1 Ph.D.)

Officer Personnel Management Specialties - 11

Engineer - 5

Field Artillery - 3

Infantry - 3

Air Defense Artillery - 2

Transportation Management - 1

Procurement - 1

Armor - 1

Tactical/Strategic Intelligence - 1

Foreign Area Officer - 1

Munitions Materiel Management - 1

Maintenance Management - 1

Alternate Officer Personnel Management Specialties - 12

Operations and Force Development - 4

Research and Development - 3

Tactical/Strategic Intelligence - 2

Foreign Area Officer - 2

Operations Research/System Analysis - 2

Comptroller - 1

Aviation Materiel Management - 1

Highway and Rail Operations - 1

Maintenance Management - 1

Supply Management - 1

Procurement - 1

Personnel Management - 1

Total specialties represented in survey - 19

Survey Instruments - Existing Duty Module survey instruments were modified slightly for this research effort by the addition of a means for the respondent to indicate his most applicable level of performance for the Duty Module as a whole. Surveys conducted under previous contracts had requested this information for the individual tasks only, not the module as a whole.

A new Duty Module was developed based on the experience of senior retired Army officers, now working with Gibbone Associates, who had served extensively on both joint and Department of the Army staffs. Existing Duty Modules in the inventory which apply to high-level staff officers are job specific and were developed as a sample of the OPMS specialties, i.e., "Performs training staff functions", "Performs force development staff functions", "Performs manpower management staff functions", etc.; rather than cutting across the board of staff officer functions. Those tasks which are not OPMS specialty related, but which are performed by high-level staff action officers in most positions were grouped together under a new Duty Module: "Performs action officer functions on a high-level staff". See Appendix B. The survey form used to verify this new Duty Module was identical to that used for the existing Duty Modules.

One additional form was completed by respondents in order to provide some background data as to grade, education, military specialty and time in current assignment. This same form provided a means of gathering data as to the usefulness of understanding the organization and functions of the seven (7) offices and headquarters listed as instructional objectives for the course since the Duty Module is a statement of function rather than knowledge or understanding. While not within the Statement of Work of this contract, the research staff was of the opinion that course planners at the C&GSC would be interested to know the degree of understanding of the various organizations and functions which respondents think they require. See Table 1 below.

Table 1

Number of Respondents Indicating the Degree of Understanding Needed of the Organizations and Functions Listed in the "Instructional Objectives" in Order to Perform Their Duties

Office or Headquarters	DEGREE OF UNDERSTANDING			
	Comprehensive	General	Vague	None
OSD	9	10	1	
OJCS	2	11	7	
DA	18	2		
TRADOC	5	14		1
FORSCOM	3	15	1	1
DARCOM	11*	8	1	
U.S. Readiness Command		10	6	4
Other (Specify) USAREUR	3	7		
EUSA	2	4	1	
OTEA	1			
Commodity CMDS	3	3		
TRADOC Schools		1		

* All ten (10) DARCOM respondents indicated a need for a comprehensive understanding of DARCOM organization and functions.

RESULTS

Duty Modules in Catalogue*

Level of Performance - Grouping all 195** tasks performed by the twenty respondents according to the level at which they were performed produced the following chart.

Table 2

<u>Level of Performance by Respondent</u>	<u>Number of Tasks Performed at the Level Indicated</u>	<u>Number of Respondents Performing Duty Module at the Level Indicated</u>
Direct	22	2
Supervise	5	
Do and Supervise	63	8
Do	69	10
Assist	16	
Not Applicable	20	

Applicability - When asked to indicate the relative applicability of the catalogued Duty Modules to their current positions on high-level staffs, respondents replied as shown on the following chart.

Table 3

<u>Relative Degree of Applicability of Duty Module to Position Held</u>	<u>Number of Respondents Choosing this Response</u>
All tasks apply	9
Majority of tasks apply	10
Several tasks apply	1***
Little applicability	0
Not applicable	0

* See Appendix A

** 26 of the 195 tasks and 3 of the 20 Duty Modules were each performed by 2 respondents.

*** Duty Module 0-1-1 "Performs program and budget staff functions" applies to the respondent only regarding program functions. Someone else in office handles budget tasks.

Percent of Total Time Spent on Applicable Duty Module - In addition to being queried on the applicability of the Duty Modules, respondents were requested to show the percent of their total duty time which was spent in the performance of the Duty Module applicable to their job. The following chart summarizes their response.

Table 4

<u>Percent of Total Time Spent on Applicable Duty Module</u>	<u>Number of Respondents Choosing this Response</u>
90 - 100%	9
70 - 89%	6
50 - 69%	3
30 - 49%	1*
10 - 29%	1**
1 - 9%	0

Relative Criticality of Applicable Duty Module to Entire Job - Next respondents were questioned as to the relative criticality which they attached to the Duty Module applicable to their duty position as compared with other duties which they are required to perform. See Table 5 below.

Table 5

<u>Relative Criticality of Applicable Duty Module to Entire Job</u>	<u>Number of Respondents Choosing this Response</u>
The most critical	13
Critical	6
Average	1
Least critical	0
Not applicable	0

* 1 ORSA staff officer spends about 50% of his time performing duties unrelated to ORSA.

** 1 program officer in comptroller's office spends about 50% of his time performing duties other than programming and does no budgeting.

New Duty Module

Front-End Analysis - As discussed earlier, a new Duty Module* was constructed which would apply to high-level staff positions across the board regardless of the OPMS specialty of the incumbent. Like the catalogued Duty Modules constructed under previous contracts and encompassing Armor, Engineer, Infantry, Ordnance and Quartermaster branches, and some OPMS specialties, the new Duty Module consists of a cluster of related tasks, comprising a distinctive and relatively self-contained component of a job. An officer's duty position usually will contain several Duty Modules, each describing a specific cluster of tasks. Similar task clusters found in different positions are described in a common Duty Module. It should be possible to describe the significant duties of any given position by using a distinctive combination of Duty Modules like building blocks.

Level of Performance - The level of performing action officer functions on a high level staff varied from "Do and Supervise", selected by six (6) officers, to "Do", which was chosen by the remaining fourteen (14) respondents in the grades of major through colonel on the DA and DARCOM staffs.

Singling out the individual tasks for analysis, the next three charts depict the levels of performance on each of the three (3) tasks which make up the Duty Module.

Table 6

TASK: Prepare decision memoranda, information memoranda, information papers, and other similar documents for a supervisor.

<u>Level of Performance by Respondent</u>	<u>Number of Respondents Performing Task at Level Indicated</u>
Direct	1
Supervise	0
Do and Supervise	7
Do	12
Assist	0
Not Applicable	0

* See Appendix B

Table 7

TASK: Represent superior in action officer meetings.

<u>Level of Performance by Respondent</u>	<u>Number of Respondents Performing Task at Level Indicated</u>
Direct	1
Supervise	0
Do and Supervise	4
Do	15
Assist	0
Not Applicable	0

Table 8

TASK: Process joint staff action directives.

<u>Level of Performance by Respondent</u>	<u>Number of Respondents Performing Task at Level Indicated</u>
Direct	0
Supervise	0
Do and Supervise	0
Do	5*
Assist	2
Not Applicable	13**

* All 5 assigned to DA staff

** 10 of 13 assigned to DARCOM staff

Applicability - When asked to indicate the relative applicability of the new Duty Module to their current positions on high level staffs, respondents replied as shown below.

Table 9

<u>Relative Degree of Applicability of new Duty Module to Position Held</u>	<u>Number of Respondents Choosing this Response</u>
All tasks apply	7
Majority of tasks apply	13
Several tasks apply	0
Little applicability	0
Not applicable	0

Percent of Total Time Spent on new Duty Module - Respondents were requested to show the percent of their total duty time which was spent in the performance of the new Duty Module. It was explained to respondents that the time spent in performing the new Duty Module was not exclusive of time spent in performing other modules since a decision memorandum or an action officer's meeting might well be in conjunction with budget planning in the case of a comptroller or the pending visit of a dignitary in the case of a secretary of a general staff, as examples. The following chart summarizes their response.

Table 10

<u>Percent of Total Time Spent Performing new Duty Module</u>	<u>Number of Respondents Choosing this Response</u>
90 - 100%	4
70 - 89%	3
50 - 69%	1
30 - 49%	7
10 - 29%	4*
1 - 9%	1**
Not Applicable	0

Relative Criticality of the new Duty Module to Entire Job - Next respondents were questioned as to the relative criticality which they attached to the new Duty Module as compared with other duties which they are required to perform. See Table 11 below.

Table 11

<u>Relative Criticality of the new Duty Module to Entire Job</u>	<u>Number of Respondents Choosing this Response</u>
The most critical	3
Critical	12
Average	4
Least critical	1***
Not applicable	0

* 1-SGS, 1-IG, 1-Manpower Control Officer, 1-Engineer.

** 1-R&D Officer (Assistant for Testing, Directorate of Development and Engineering)

*** 1-Engineer (Military Base and Facility Engineering Requirements)

CONCLUSIONS

Based on this survey of twenty (20) officers assigned to positions on high level staffs and representing a random sample of eight (8) branches and nineteen (19) different primary or alternate Officer Personnel Management System (OPMS) specialties serving in the grades of major through colonel, eighteen (18) of whom are graduates of the C&GSC and are performing seventeen (17) different catalogued Duty Modules; the following conclusions or inferences can be drawn.

Catalogued Duty Modules

1. The Duty Modules continue to accurately describe the jobs performed by incumbents.
 - a. Eighteen (18) respondents indicated they were doers or supervisors and doers of the work described by the Duty Modules and the other two (2) respondents indicated that they direct others in the performance of the modules.
 - b. Nineteen (19) respondents stated that either the majority or all of the listed tasks applied to their duties while one (1) respondent said several tasks apply.
 - c. Eighteen (18) respondents were of the opinion that they spent 50% or more of their duty time performing the applicable Duty Module with its listed tasks while two (2) respondents indicated that other duties required most of their time.
 - d. Nineteen (19) respondents indicated that the applicable Duty Module with its listed tasks was above average in criticality with respect to other duties which they perform while one (1) respondent said that it was about average.

New Duty Module

2. Additional Duty Modules are required to cover the entire spectrum of duties performed by high-level staff officers.

An examination of the written material describing the "High-Level Staff Application Course" reveals the following curriculum. (See Appendix C.)

- a. The organization, functions and relationships between OSD, OJCS, Office of the Secretary of the Army (OSA), and Office of the Chief of Staff of the Army (OCSA).

b. The organization, functions and relationship to Headquarters, DA of Headquarters, TRADOC, Headquarters, FORSCOM, and Headquarters, DARCOM.

c. The organization, functions and relationship of Headquarters, U.S. Readiness Command to OJCS.

d. DA staffing procedures to include rewriting a decision memorandum into 175 words or less and writing two information papers of 175 words or less.

e. Staff Techniques and procedures used within the OJCS.

Of the five (5) subject areas listed in the curriculum, (d) and (e), being performance oriented, lend themselves to a front-end analysis using Duty Module techniques. Subject areas (a), (b) and (c) are informational in nature and do not lend themselves to a comparison with performance oriented Duty Modules.

Comparing subject areas (d) and (e) from the curriculum with the new Duty Module:

"O-48-1 (tentative) Performs action officer functions on a high level staff",

and with the tasks which make up the new Duty Module:

"x Prepare decision memoranda, information memoranda, information papers, and other similar documents for a superior.

y Represent superior in action officer meetings.

z Process joint staff action directives."

one can see a close correlation between the new Duty Module and this part of the curriculum. Verification of the new Duty Module would signal the need for inclusion of subject areas (d) and (e) in the course curriculum.

3. High-level staff officers do apply the DA staffing procedures taught in the "High-Level Staff Application Course" and some assigned to the DA staff apply the OJCS staffing procedures.

a. All twenty (20) respondents indicated that they were either doers or supervisors and doers of the new Duty Module designed for a front-end analysis of the "High-Level Staff Application Course".

b. All twenty (20) respondents said that they perform either all or most of the tasks listed for the new Duty Module. The only task not performed by some respondents is that of "process joint staff action directives" which only seven (7) incumbents perform, all of whom are assigned to the DA staff. This task has no immediate application for action officers assigned to Headquarters, DARCOM and probably not for those assigned anywhere other than OJCS or for some on the DA staff. One might conclude that this is a procedural task, similar to an SOP in any headquarters, and that the procedure can be learned best OJT by those few students (if few is an accurate term) who are assigned to positions requiring familiarity with the procedure. On the other hand, if a sufficiently large portion of students selecting this elective course of study are bound for OJCS and DA staff assignments, the period of instruction may be appropriate. There is a fairly high rate of reassignment for officers from the DA staff to OJCS so that some officers who do not apply the skill gained from this period of instruction immediately may have occasion to do so some years later. How much of the skill will be retained will vary with the individual.

c. Eight (8) officers were of the opinion that they spent 50% or more of their time performing this Duty Module while twelve (12) said that they spent less than 50%, only one (1) of them indicating less than 10%. The fact that nineteen (19) of the respondents spend more than 10% of their time performing this Duty Module represents a rather high percentage of duty time considering the three (3) tasks which the new Duty Module encompasses - preparing short papers, representing superiors at action officer meetings, and processing joint staff action directives.

d. Fifteen (15) respondents indicated that the new Duty Module was above average in criticality while four (4) said that it was about average with their other duties. One (1) respondent considered it least critical.

4. Subject areas (a), (b) and (c) as listed in 2 above are informative in nature but are not performance oriented as are areas (d) and (e), same paragraph. In order to explore the applicability of subject areas (a), (b) and (c) in paragraph 2 above to the work performed by respondents, it was necessary to use a questionnaire other than one associated with Duty Modules. See Appendix D. Respondents were simply asked to indicate whether they needed to have a comprehensive, general, vague, or no understanding of the organization and functioning of OSD, OJCS, DA, TRADOC, FORSCOM, DARCOM, U.S. Readiness Command, or other similar headquarters in order to perform their assigned duties. As mentioned earlier, this questionnaire was not within the scope of this research, but was included in order to provide course designers with a full picture as to the need for the entire course curriculum.

Not surprisingly, the survey sample composed of DA and DARCOM staff officers indicated a need for a high level of understanding of the organization and functions of their own headquarters. Next followed OSD, TRADOC, FORSCOM, OJCS, and U.S. Readiness Command in that order. One can deduce that had the survey sample included officers assigned to these other headquarters, a greater need for information pertaining to them would have been reflected in survey findings. It does appear significant, however, that the U.S. Readiness Command received lower need to know ratings from the survey sample than did write-ins for U.S. Army Europe (USAREUR).

Again, it is obvious that the "need to know" rating of any headquarters would go up if officers from that headquarters were included in the survey sample. Still, OSD, OJCS, TRADOC and FORSCOM, although not represented in the survey sample, all enjoyed a relatively high level of "need to know" ratings while U.S. Readiness Command did not among DA and DARCOM incumbents. This outcome suggests that consideration be given to examining whether Headquarters, USAREUR should replace U.S. Readiness Command in the program of instruction (POI) period 12. There may of course be valid reasons for including a joint headquarters in the curriculum to the exclusion of a major overseas command.

PART II Front-End Analysis of "Battle Captains Course"

Scope - The "Battle Captains Course", five (5) days in length, encompasses an orientation and practical exercises in current tactics and computer assisted simulation training devices. See Appendix E. The orientation includes lectures and discussions on Soviet Army organization and tactical doctrine, U.S. offensive and defensive tactics, mission analysis, and logistics management. Students are shown the battle simulation training devices (games) currently in the inventory which include "Fire Fight" (2 players at platoon level), "Dunn - Kempf" (8 players at the company and platoon level), "Pegasus" (brigade command post exercise, only offensive game in the inventory), "First Battle" (division level command post exercise), "War Eagle" (corps and division command post exercise), "Computer Assisted Map Maneuver System (CAMMS) (brigade level, has add-on modules for logistics, personnel, and others are possible), and Combined Arms Tactical Training Simulator (CATTS) (brigade or battalion command post exercise).

The student participates as a commander or staff officer in approximately ten (10) hours each of "CATTS", a battalion task force in a covering force mission, and "BATTLE", a battalion task force in an active defense mission.

Instructional Objectives - The student, already on orders to assume command of an armor, artillery or infantry brigade (or equivalent) or battalion, should leave the course with a knowledge of tactics (how to fight) and the tools available both to practice and to evaluate skills learned (battle simulation devices). Under the supervision of a monitor, the student has an opportunity to demonstrate his skill at positioning and maneuvering a battalion combined arms task force (TF) in accordance with concepts outlined in FM 71-100. He formulates and coordinates estimates, orders and plans integrating combat, combat support, and combat service support elements using principles outlined in FM 101-5 (draft) and demonstrating a knowledge of enemy capabilities.

Survey Respondents - Under ARI Contract Number DAHC-19-75-C-0026, Korotkin, Hadley, Davis and Marsh validated the cluster of six (6) Duty Modules applicable to unit commanders of Infantry and Armor brigades and battalions. Hence, there were no survey respondents required for the "Battle Captains Course" analysis.

Positions Surveyed - The positions of brigade and battalion commander of Infantry and Armor units were selected in consultation with the COTR and C&GSC representatives for the front-end analysis of the "Battle Captains Course".

Survey Instruments - See Appendix F for the six (6) Duty Modules applicable to unit commanders. The numbers and titles of the modules in the catalogue are as follows.

Number	Title
O-A-2	Performs general administration
O-A-3	Exercises command authority in military justice matters
O-A-10	Counsels and evaluates subordinates as troop leader and takes action on personal problems
O-A-11	Supervises troop appearance and care and maintenance of materiel and facilities in unit
O-E-1	Trains troops and/or civilian employees in units and activities
O-U-1	Directs and controls employment of Infantry and Armor maneuver unit

RESULTS

Since there was no program of instruction (POI) available for the analyst to use in comparing the "Battle Captains Course" with the Duty Modules which are performed by Infantry and Armor brigade and battalion commanders, the analyst attended the "Battle Captains Course" conducted 8 - 13 January 1978 in order to learn firsthand what the course teaches.

In addition to instruction on Soviet Army organization and tactics and U.S. organization and tactics, the class of twelve (12) student field grade officers participated as players in two (2) computer assisted war games. In one game, students were assigned to perform as the commander and staff of a battalion task force in a covering force operation in the Sinai Peninsula. In the other game students were divided into Red and Blue Forces and fought a two-sided free maneuver war game, one Blue battalion task force against one Red division. Both war games were critiqued by members of the staff and faculty who acted as controllers. A comparison of the lessons learned from the course with the Duty Modules which apply to Infantry and Armor brigade and battalion commanders reveals that Duty Module O-U-1 "Directs and Controls employment of Infantry and Armor maneuver unit" addresses the same tasks as those addressed by students during the computer assisted combat simulations. A task by task discussion of how the course addressed each task follows.

Duty Module O-U-1 "Directs and controls employment of Infantry and Armor maneuver unit"

TASK:

0787 Interpret orders, obtain intelligence and other information pertaining to mission.

Battle Captains Course (BCC):

Operations Order #3 with Intelligence Estimate #1 and Analysis of Area of Operations #1 were issued to student players one day before beginning of war game. See Appendix G. Students, acting as the task force (TF) commander and staff were required to study the brigade order, intelligence estimate and analysis of the area of operations in order to permit the student TF commander to issue a warning order to controllers (acting as subordinate commanders) by 1700 hours on the first day of the problem.

TASK:

Battle Captains Course (BCC):

- | | | |
|------|--|--|
| 0788 | Evaluate relevant factors including mission, enemy, terrain and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation. | Using the mission given to the TF in the brigade OPORD, the Brigade Staff Update representing a briefing by the brigade staff, the Troop List, the Intelligence Estimate, the Analysis of the Area of Operations, maps and photographs on the walls in the Tactical Operations Center (TOC); the students made an evaluation of relevant factors in order to assist the TF commander in making an estimate of the situation. |
| 0789 | Plan disposition and employment of unit. | Based on the estimate of the situation, the TF commander and S-3 planned the disposition and employment of available troops using overlays on maps in the TOC. |
| 0790 | Arrange for and coordinate fire support. | Two students acting as Fire Support Officer (FSO) and assistant FSO, planned and coordinated fire support in consonance with the TF commander's guidance and plan. See Appendix G. |
| 0791 | Issue orders to carry out unit's mission. | Controllers representing subordinate commanders and liaison officers from adjacent units were assembled at 0730 hours on the second day of the exercise to receive the student TF commander's OPORD. |
| 0792 | Inform own, superior, subordinates, and adjacent units on situation. | During the play of the Combined Arms Tactical Training Simulation (CATTS), students acting as the Task Force staff informed their controller counterparts representing higher, lower and adjacent headquarters by radio, telephone and teletype of the significant battle events as they occurred. |

TASK:

0793 Coordinate actions with friendly units and civil authorities.

Battle Captains Course (BCC):

In the play of the CATTS exercise, the enemy made its major attack through the sector of the adjacent brigade and turned south towards the sector of the brigade for which the Task Force officered by students was the covering force. The covering force had to coordinate its withdrawal to successive positions with the movement of friendly troops under heavier attack in the adjacent sector.

There was no requirement to coordinate any TF actions with civil authorities since all civilian personnel had been evacuated from the combat area.

0794 Evaluate operation's progress and modify orders as the situation warrants.

During the conduct of the covering force operation, the four (4) simulated reinforced company teams, which were subordinate to the TF headquarters manned by students, were constantly reporting enemy actions in their sectors and were being withdrawn to successive defensive positions based either on the situation in the team's sector or in the sector of an adjacent team. The coordination of a covering force's withdrawal requires continuing evaluation of the situation and modification of orders based on a rapidly changing situation.

0795 Check personnel, weapons, equipment and supplies, and prepare for further operations.

Personnel and equipment casualties were reported to the TF headquarters by controllers representing subordinate unit commanders.

Paragraph 3b (5) of the brigade OPORD gave the TF the following mission: "Upon passage of FEBA occupy BA13, revert to Bde reserve, be prepared to counterattack, reinforce or block, priority to TF 2-77, TF 2-5, in that order".

TASK:

0796 Plan and employ communications.

Battle Captains Course (BCC):

The Task Force TOC was equipped with TOE radios telephones, RATT, and C-E01. Students placed the radios on the proper frequencies, developed a plan for use in the event of electronic interference and used proper radio/telephone procedures throughout the exercise. Controllers critiqued this portion of the exercise upon its completion.

0797 Employ surveillance radar, sensing devices and take other measures to establish local security.

Paragraph 3c (1) and (2) of the Intelligence Annex to the Bde OPORT required subordinate units to submit surveillance/reconnaissance plans. The students, acting as the TF staff, employed three (3) TOE ground radars along the berm on the east bank of the Suez Canal to detect attempted crossings at night or under smoke cover. Three (3) additional radars were employed further to the rear as were two (2) belts of sensing devices to detect movement at night on the desert. In the problem play, both the radar and sensing devices proved effective in detecting enemy movement at night.

0798 Employ and coordinate use of rotary wing aircraft in tactical operations.

Rotary wing aircraft did not play a part in either of the war games only because the computers are not programmed to assess rotary wing aircraft casualties or target effectiveness.

Platform instructors did emphasize the effectiveness of COBRA aircraft armed with TOW missiles in an anti-tank role. A television film demonstrating current COBRA anti-tank tactics was shown to students in the classroom.

TASK:

0799 Assign personnel to duty, inspect work, train in proper procedures and provide leadership.

0800 Employ armor vehicle launch bridge.

Battle Captains Course (BCC):

In the academic situation, students were assigned to TF staff positions by the college rather than by the student TF commander. The student commander did employ his assigned staff as such, supervise their performance during the ten (10) hour exercise and provide leadership. Controllers monitored the staff's performance by television cameras in the TOC and by the radio, telephone, and RATT communications from the TOC to the headquarters which they represented. Controllers gave a critique of the performance following the exercise.

This CATTs exercise is also used to train regular and reserve component battalion commanders and their staffs on a TDY basis on three (3) day exercises throughout the year.

In the play of the free maneuver Red versus Blue war game "BATTLE", the Red Forces employed Armor vehicle launched bridging to cross the Fulda River in three places. Blue Forces had no opportunity to use bridging equipment; however, the teaching point of placing bridge equipment well forward when a river crossing is anticipated was brought out when Red columns were delayed at one (1) of three (3) crossing sites because the bridging had to be brought forward from the rear of the advancing column.

CONCLUSIONS:

Based on a comparison of the six (6) Duty Modules which apply to unit commanders with the scope, instructional objectives and content of the "Battle Captains Course", which was attended by a research analyst, the "Battle Captains Course" fits hand in glove with Duty Module O-U-1, "Directs and controls employment of Infantry and Armor maneuver units". Since Duty Module O-U-1 was validated in earlier research as depicting a cluster of related tasks performed by Infantry and Armor unit commanders on combat or simulated combat missions, the similarity between duties performed by incumbent battalion and brigade commanders with skills taught by the C&GSC in the "Battle Captains Course" for command designees lends credence to the Norris-Robbins hypothesis as to the feasibility and utility of using Duty Modules to perform a front-end analysis of this portion of the C&GSC Regular Course.

It is interesting to note that four (4) of the five (5) additional Duty Modules which pertain to unit commanders are taught elsewhere in orientation courses as shown below prior to their assumption of command.

Duty Module	Course	Location
O-A-3 "Exercises command authority in military justice matters"	Senior Officers Legal Orientation Course"	JAG School, Charlottesville, Va.
O-A-10 "Counsels and evaluates subordinates as troop leader and takes action on personal problems"	Senior Officers Orientation Course, 2nd Week	The Armor, Infantry or Artillery School, as appropriate
O-A-11 "Supervises troop appearance and care and maintenance of materiel and facilities in unit"	"Maintenance Refresher Course"	The Armor School, Ft. Knox, Ky.
O-E-1 "Trains troops and/or civilian employees in units and activities"	"Branch Week Course"	The Armor, Infantry or Artillery School, as appropriate

Only Duty Module O-A-2, "Performs general administration", is not taught as a refresher course in a service school prior to an officer's assumption of command of an Infantry or Armor brigade or battalion.

SUMMATION

This pilot or prototype evaluation of the feasibility and utility of using Duty Modules to perform a front-end analysis of the U.S. Army Command and General Staff College Regular Course was successful for the courses and positions selected for this evaluation. Duty Modules express performances by incumbents. When courses teach skills, it is logical that the skills should appear in a Duty Module for some Army job. When courses teach information, it is logical that the information should not appear in a Duty Module directly, but only in the form of performance influenced by the information acquired. Thus the course in "Military History" would not lend itself to this type of evaluation.

Using Duty Modules to fully describe all positions filled by graduates of the C&GSC, it should be possible to compare the applicable Duty Modules with the scope and instructional objectives of a major portion of the college curriculum in order to "identify curriculum needs and define C&GSC output, both critical elements in resource justification" (Norris and Robbins master thesis, 1977, Abstract p.2).

In this limited feasibility test of the concept of using Duty Modules for front-end analysis of training requirements, it would appear that the process does in fact work. The Duty Modules provide a common language for describing the general job and training needs in terms of both content and level. For the two courses tested, the approach demonstrated the congruity between what was required on the job and what was being taught in the training course. It also, in the case of the "High-Level Staff Application Course", indicates areas where some additional content or emphasis might be useful. Thus, the Duty Module Front-End Analysis approach can and does demonstrate that it can represent where:

1. congruity exists between the training and the job;
2. unnecessary training is being given where it is not needed on the job; and
3. required skills and knowledges are not being adequately developed or enhanced by the training program.

APPENDIX A

Catalogued Duty Modules performed by one (1) or more members of twenty (20) man survey sample assigned to Headquarters, DA or Headquarters, DARCOM

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

	(5) Direct	(4) Supervise	(3) Do and Supervise	(2) Do	(1) Assist	(0) Not Applicable
DUTY MODULE O-B-1 Performs manpower management staff functions						
0105 Advise superior and others concerning manpower management.						
0106 Establish and operate system of records and reports pertaining to manpower.						
0107 Prepare personnel loss and gain estimates.						
0108 Operate a manpower control system using ADP.						
0109 Allocate bulk personnel replacements in accordance with approved authorizations and priorities.						
0110 Conduct manpower surveys and recommend strength allocations.						
0111 Prepare studies, plans, reports and correspondence on manpower management.						
0112 Prepare and present manpower briefings.						
Level of performance most applicable for Duty Module as a whole.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a In actual or simulated combat operations and support?							
b In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a In actual or simulated combat operations and support?							
b In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a In actual or simulated combat operations and support?							
b In garrison and other than a?							

Date: October 1975

Code: _____

DUTY MODULE 0-A-9 Performs executive staff secretariat functions		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0066	Operate central coordinating office for command group and staff.						
0067	Provide administrative support for command group.						
0068	Administer temporary office of record for command group.						
0069	Review papers prepared by staff for command group to ensure coordination and compliance with established procedures and standards.						
0070	Summarize papers for command group.						
0071	Prepare correspondence for signature of command group personnel.						
0072	Coordinate arrangements for official visitors.						
0073	Schedule use of command conference and briefing rooms.						
0074	Schedule and coordinate regular and special conferences conducted by command group.						
0075	Coordinate employment of vehicles, communications and other equipment for command group during field exercises.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

DUTY MODULE 0-C-3 Performs foreign area strategic intelligence staff functions		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0179	Determine and assign collection responsibility for intelligence requirements of user elements concerning foreign area involved.						
0180	Review daily flow of intelligence and information relating to assigned area.						
0181	Analyze, interpret, evaluate and put in finished form, intelligence from all sources to satisfy need of intended recipients.						
0182	Coordinate with other intelligence analysts to validate information.						
0183	Prepare intelligence estimates related to area of interest.						
0184	Present organization's intelligence position at joint and inter-agency intelligence conferences.						
0185	Disseminate various finished intelligence products such as summaries, special reports, memoranda and fact sheets.						
0186	Prepare and present intelligence briefings on assigned area.						
Level of performance most applicable for Duty Module as a whole.							

1	DO MODULE AND TASKS APPLY TO YOUR POSITION	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							
2	PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							
3	RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							

Date: October 1975

Code:

Identification:

DUTY MODULE O-D-2 Performs operations planning staff functions in a general staff or other coordinating staff		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0246	Advise superior and others concerning operations planning.						
0247	Prepare operations planning policy directives and SOP.						
0248	Prepare and publish operations estimates and plans.						
0249	Integrate into plans the supporting planning instruments of other staff sections.						
0250	Evaluate plans of subordinate units and take action to deal with deficiencies.						
0251	Prepare studies, reports and correspondence pertaining to operations planning.						
0252	Coordinate operations planning within staff and higher, lower, and supporting organizations.						
0253	Prepare and present operations plans briefings.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

Duty Module Survey Form (Rev 1974)

Date: October 1975

Code:

Identification No. _____

DUTY MODULE O-E-3 Performs force development functions in general staff or other coordinating staff		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0302	Advise superior and others concerning force development.						
0303	Prepare force development policy directives and SOP.						
0304	Process actions concerning organization and equipment utilization.						
0305	Determine requirements and priorities for structuring, manning and equipping units.						
0306	Coordinate organizational matters within staff and with higher and lower organizations.						
0307	Prepare organization studies, plans, reports and correspondence.						
0308	Prepare and present briefings pertaining to force development.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

Date: October 1975

Code:

IDENTIFICATION

DUTY MODULE 0-F-3 Performs equipment maintenance and readiness staff functions in a general staff or other coordinating staff		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0333	Advise commander and others concerning equipment readiness and maintenance matters.						
0334	Prepare policy directives and SOPs on equipment maintenance and readiness.						
0335	Determine maintenance requirements, capabilities and authorizations.						
0336	Issue guidance for establishment and operation of maintenance facilities.						
0337	Issue guidance for acquisition, control, security, storage and issue of direct exchange items, float items and spare parts.						
0338	Assign priorities for maintenance inspections.						
0339	Conduct or arrange maintenance inspections.						
0340	Operate a management information system pertaining to equipment maintenance and readiness.						
0341	Coordinate maintenance operations within staff and with higher, lower and supporting organizations.						
0342	Prepare maintenance portions of logistics annexes to operations orders and plans.						
0343	Prepare studies, reports, and correspondence pertaining to maintenance and readiness of unit equipment.						
0344	Evaluate maintenance performance and take action on problems.						
0345	Prepare budgetary and cost data concerning equipment maintenance.						
0346	Prepare and present briefings on maintenance and equipment readiness.						
Level of performance most applicable for Duty Module as a whole.							
1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						

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DUTY MODULE 0-F-7 Performs general logistics staff functions	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0380 Advise superior and others concerning logistics.						
0381 Prepare, coordinate and publish logistics policy directives and SOPs, and monitor execution.						
0382 Obtain and analyze information concerning logistics.						
0383 Prepare plans for logistics support units and activities.						
0384 Evaluate logistics activities and security of government property.						
0385 Prepare studies, reports, records and correspondence pertaining to logistics.						
0386 Analyze requirements for and availability of future logistics resources.						
0387 Coordinate activities of staff agencies having logistics support responsibilities.						
0388 Conduct or arrange inspections and tests of logistics activities, and initiate corrective action.						
0389 Prepare and present logistics briefings.						
Level of performance most applicable for Duty Module as a whole.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

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Code:

Identification No. _____

DUTY MODULE 0-F-8 Performs staff functions concerning procurement of materiel		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0390	Advise superior and others concerning procurement matters.						
0391	Prepare, coordinate and publish procurement policy directives and SOPs, and monitor execution.						
0392	Obtain and analyze information concerning procurement.						
0393	Prepare contingency plans for accelerated procurement activities.						
0394	Prepare studies, reports and correspondence pertaining to procurement.						
0395	Determine effectiveness of procurement activities, and compliance with pertinent laws and regulations.						
0396	Analyze requirements for and availability of resources for procurement activities.						
0397	Conduct or arrange inspections of procurement activities, and take action to deal with problems.						
0398	Prepare and present briefings concerning procurement matters.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION.	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

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Code:

Identification No. _____

DUTY MODULE O-F-10 Reviews, processes and coordinates military construction budgetary planning and programming at Major command or departmental level		(5) Direct	(4) Supervise	(3) Do and Supervise	(2) Do	(1) Assist	(0) Not applicable
0399	Obtain and disseminate top-level policy guidelines and information regarding military construction programming and procedures.						
0400	Collect preliminary construction requirement estimates and project data sheets from subordinate echelons, obtain supplemental data by query, and review against policy guidelines.						
0401	Consolidate projected construction requirements for annual submission for Five Year Defense Program, and up-date annually.						
0402	Consolidate construction project data sheets for approved FYDP projects into form for target fiscal year budget.						
0403	Coordinate military construction program with other staff and other headquarters concerned.						
0404	Participate in committee proceedings for reviewing construction programs and budgets and judging priorities.						
0405	Prepare supporting materials concerning construction programs, such as program change proposals, fact sheets, and reclaims.						
0406	Attend budget hearings and congressional hearings, and participate in defense of program submissions.						
0407	Transfer approved and funded projects to appropriate agency headquarters, and/or staff element for implementation.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

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		(5)	(4)	(3)	(2)	(1)	(0)
		Direct	Supervise	Do and supervise	Do	Assist	Not applicable
DUTY MODULE 0-F-11 Plans, staffs and coordinates military base and facility engineering requirements							
0408	Advise supervisors and other staff concerning base and facility requirements, plans and programs.						
0409	Prepare base and facility engineering requirements plans to support actual operational needs, as a basis for construction programming.						
0410	Prepare provisional base and facility engineering requirements plans to support mobilization, war, and contingency plans.						
0411	Coordinate base and facility engineering planning with other staff and other headquarters and departments concerned						
0412	Review base and facility engineering requirements statements and construction plans received from lower headquarters.						
0413	Review and validate DOD-wide base construction programs, considering OSD policies, budgetary constraints, JSC plans and priorities, and plans and recommendations of unified commands.						
0414	Prepare correspondence, fact sheets, and memoranda concerning military base and facility engineering requirements and planning.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a	In actual or simulated combat operations and support?							
b	In garrison and other than a?							

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Date: October 1975

Code: _____

DUTY MODULE 0-I-1 Performs program and budget staff functions		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0541	Advise superior and others on program and budget matters.						
0542	Interpret, coordinate and disseminate program and budget guidance from higher headquarters.						
0543	Develop plans, policies and procedures to execute command budget activities, including break-out of funds.						
0544	Prepare directives for development and preparation of command operating program and budget and concomitant budget execution review.						
0545	Recommend program and budget priorities.						
0546	Provide authority for use and distribution of funds in execution of budget within prescribed constraints.						
0547	Develop methods for preparation of budget statistics.						
0548	Design procedures and factors for preparation of cost analysis and cost estimates within command.						
0549	Analyze program and budget performance to focus on rates of obligations and expenditures, impact, and trends.						
0550	Recommend fund redistribution to priority activities after budget reviews to achieve optimum fund utilization.						
0551	Prepare budgetary impact statements for submissions to higher headquarters.						
0552	Conduct special studies as a basis for planning, programming and budgetary decisions.						
0553	Prepare and present briefings concerning program and budget matters.						
Level of performance most applicable for Duty Module as a whole.							
1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						

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Code:

DUTY MODULE O-K-1		(5)	(4)	(3)	(2)	(1)	(0)
Performs staff functions pertaining to research, development, test and evaluation of new equipment and materiel		Direct	Supervise	Do and supervise	Do	Assist	Not applicable
0619	Advise superior and others on RDT&E matters.						
0620	Prepare guidance for RDT&E activities within purview.						
0621	Issue policy and procedures for RDT&E activities.						
0622	Monitor and review RDT&E operating activities.						
0623	Initiate RDT&E projects, determine priorities and assign responsibility.						
0624	Recommend and coordinate RDT&E budget and operating program.						
0625	Coordinate DA RDT&E plans and projects with other governmental agencies and cooperating foreign nations.						
0626	Compile information on nation's research facilities and major developments, and analyze military significance of scientific advances.						
0627	Prepare and monitor progress reports on RDT&E projects and activities.						
0628	Prepare and present RDT&E briefings.						
Level of performance most applicable for Duty Module as a whole.							

		(0)	(1)	(2)	(3)	(4)
		Not applicable	Little applicability	Several of tasks	Majority of tasks	All of tasks
1	DO MODULE AND TASKS APPLY TO YOUR POSITION:					
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					
2	PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					
3	RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

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DUTY MODULE O-K-3 Coordinates test and evaluation of new equipment and materiel		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0629	Advise superior and others concerning test and evaluation of developmental materiel.						
0641	Review and prepare recommendations on "Required Operational Capabilities" for materiel development.						
0642	Prepare policy directions and SOP concerning test and evaluation.						
0643	Prepare cost estimates and analyses and budget data.						
0644	Attend meetings and conferences related to test and evaluation and observe demonstrations and tests.						
0645	Prepare test directives for specific tests and evaluations.						
0646	Inform other elements concerned on procedures concerning RDT&E.						
0647	Participate in RDT&E in-process reviews scheduled by governmental agencies or manufacturers.						
0648	Prepare interim and final test and evaluation reports and position papers with recommendations.						
0649	Prepare studies and correspondence related to materiel development, testing and evaluation.						
0650	Evaluate RDT&E data collection plans to determine desirability of employing ADP techniques.						
0651	Prepare and conduct briefings on tests and evaluations.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

Date: October 1975

Code: _____

DUTY MODULE O-K-6 Coordinates or conducts research, development and engineering for developmental materiel or system		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0652	Advise superiors and others concerning research, development and engineering for designated materiel or system.						
0653	Study and analyze reports, current technological material and other pertinent information concerning assigned RD&E functions.						
0654	Prepare operating program and budget, or inputs, for RD&E activities within purview.						
0655	Organize and plan specific RD&E projects to achieve given objectives within assigned responsibilities, goals, priorities, milestones, schedules, and funds.						
0656	Arrange for RD&E contracts, through Contracting Officer, review and evaluate contractor proposals, and provide technical guidance on contract provisions.						
0657	Effect liaison, information exchange and coordination with others concerned, including contractors and other agencies.						
0658	Monitor RD&E activities, including contract work.						
0659	Evaluate progress, test results, and reports, and order or recommend appropriate actions, such as changes to pilot models.						
0660	Conduct or participate in formal in-progress and project completion reviews.						
0661	Prepare reports, records, studies, correspondence, and memoranda concerning RD&E activities.						
0662	Conduct briefings on RD&E activities.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

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DUTY MODULE 0-K-7 Performs or assists in overall life-cycle management of special materiel project or product.		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0663	Organize product/project management organization or element.						
0664	Prepare budget and perform budgetary program administration.						
0665	Plan, program, coordinate, and monitor research and developmental efforts, including test and evaluation and review of results.						
0666	Plan, program, coordinate, and monitor materiel production, procurement, acquisition, and distribution.						
0667	Coordinate project materiel management with other aspects of systems management (such as user unit personnel requirements).						
0668	Coordinate actions by elements responsible for follow-on parts supply and maintenance.						
0669	Coordinate production of pertinent technical publications.						
0670	Coordinate provisions for product assurance and quality control, including follow-on testing and calibration, and review data.						
0671	Prepare or review informational outputs concerning the project, including both in-service and public information.						
0672	Monitor and analyze operational experience in use and maintenance of project materiel.						
0673	Plan modifications, conversions, and disposal, coordinate implementation, and take other action to resolve problems.						
0674	Prepare and review correspondence, records, reports, studies, fact sheets, and memoranda concerning the project.						
0675	Prepare and present briefings concerning project management.						
Level of performance most applicable for Duty Module as a whole.							

		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
1. DO MODULE AND TASKS APPLY TO YOUR POSITION								
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

Date: October 1975

Code: _____

DUTY MODULE O-L-1 Performs operations research analysis		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0676	Advise superior and others on operations research and system analysis matters.						
0677	Interpret and implement policy guidance concerning use of OR/SA methodologies for evaluation of materiel, management and weapons systems.						
0678	Employ OR/SA methodologies such as simulation models, statistical analyses, network portrayals, gaming and the like for solution of complex problems.						
0679	Identify and clarify major factors of studies and proposals for decision-maker by using OR/SA techniques such as cost-benefit analyses of alternative choices.						
0680	Evaluate surface trends, budgetary constraints and matters of risk and sensitivity for decision-maker.						
0681	Coordinate OR/SA activities with Army staff elements, other services and governmental agencies, and civilian contracting firms.						
0682	Participate in OR/SA conferences and seminars, and in in-process reviews of materiel and weapons systems developmental projects.						
0683	Prepare and review reports and correspondence pertaining to OR/SA activities.						
0684	Prepare and present briefings concerning OR/SA matters.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

APPENDIX B

New Duty Module developed for officers assigned to
high-level staff positions as action officers

DUTY MODULE 0-48-1 (tentative)		(15)	(14)	(13)	(12)	(11)	(10)
Performs action officer functions on a high level staff		Direct	Supervise	Do and supervise	Do	Assist	Not applicable
x	Prepare decision memoranda, information memoranda, information papers, and other similar documents for a superior.						
y	Represent superior in action officer meetings.						
z	Process joint staff action directives.						
Level of performance most applicable for Duty Module as a whole.							

[illegible]

		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
1. DO MODULE AND TASKS APPLY TO YOUR POSITION	a. In actual or simulated combat operations and support?					
	b. In garrison and other than a?					

		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	a. In actual or simulated combat operations and support?							
	b. In garrison and other than a?							

		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	a. In actual or simulated combat operations and support?					
	b. In garrison and other than a?					

APPENDIX C

Curriculum for "High-Level Staff Application Course"

(EXTRACTS)

U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
HIGH-LEVEL STAFF APPLICATION

1502-1

Advance Sheet

SCOPE

This course deals with the organization, functions, and procedures of high-level staffs. Of particular concern will be the relationships between the Office of the Secretary of Defense (OSD); Organization of the Joint Chiefs of Staff (JCS); Office, Secretary of the Army (OSA); and the Office of the Chief of Staff, United States Army (OCSA), as reflected in the eyes of an action officer. Three major subordinate commands to the Department of the Army (DA), the United States Training and Doctrine Command (TRADOC), the United States Army Forces Command (FORSCOM), and the United States Army Materiel Development and Readiness Command (DARCOM), will be studied to determine the scope of their operations and responsibilities as well as their relationships to Headquarters, Department of the Army. One joint headquarters, US Readiness Command, will be studied and its relationship to the JCS covered. Students will accomplish outside readings relating to functional areas of the Army General Staff and will be required to prepare written staff actions using proper administrative format. Seminars with and/or television tapes by officers from DA, TRADOC, FORSCOM, and DARCOM will be presented.

INSTRUCTIONAL OBJECTIVES

The student, anticipating orders to the Office, Secretary of Defense; Organization of the Joint Chiefs of Staff; Office, Secretary of the Army; Office, Chief of Staff, United States Army; Headquarters, United States Army Training and Doctrine Command; Headquarters, United States Army Forces Command; Headquarters, United States Army Materiel Development and Readiness Command; or Headquarters, United States Readiness Command, should—

1. Understand the organization and functions of the Office of the Secretary of Defense.
2. Understand the organization and functions of the Organization of the Joint Chiefs of Staff.
3. Understand the organization and functions of Headquarters, Department of the Army.
4. Understand the relationships between the Office, Secretary of Defense; Organization of the Joint Chiefs of Staff; and Headquarters, Department of the Army.
5. Understand the content of Chief of Staff Memorandum 340-15, *Office Management, Staff Action Process*, 24 June 1976.
6. Understand the organization and functions of Headquarters, Training and Doctrine Command.
7. Understand the organization and functions of Headquarters, Forces Command.
8. Understand the organization and functions of Headquarters, Army Materiel Development and Readiness Command.
9. Understand the organization and functions of United States Readiness Command.

ISSUE MATERIAL

1. ADVANCE ISSUE

Adv Sheet

7L7-0610-LET

P1-1

This publication contains copy-right material. It will not be used commercially.

- App 1 to Adv Sheet — Organization of the Offices, Agencies, and Departments of the Department of Defense
- App 2 to Adv Sheet — Organization of the Joint Chiefs of Staff
- App 3 to Adv Sheet — Organization of the Office of the Secretary of the Army
- App 4 to Adv Sheet — Organization of the Army Staff
- App 5 to Adv Sheet — Articles from ARMY Magazine
- App 6 to Adv Sheet — HQDA Memorandum 340-15

2. REFERENCE MATERIAL ADVANCE ISSUE

1. *Department of the Army Manual*, Headquarters, Department of the Army, current edition.
2. *Staff Officers' Guidebook*, Office of the Chief of Staff, US Army, current edition.
3. AR 10-5, *Organization and Functions*, Department of the Army, 1 April 1975.
4. Chief of Staff Memorandum 340-15, *Office Management, Staff Action Process*, 24 June 1976.
5. TRADOC Regulation 10-5, *Organization and Functions of the US Army Training and Doctrine Command*.
6. FORSCOM Regulation 10-5, *Organization and Functions of the US Army Forces Command*.
7. AMC Regulation 10-2, *Organization and Functions of Headquarters Army Materiel Development and Readiness Command*.

3. DURING CLASS

a. Period 2.

- Sec I, Pd 2, with app 1 and 2 — DA Staffing Procedures
- Sec II, Pd 2 — First Requirement, Period 2

b. Period 3.

- Sec I, Pd 4, with app 1 — JCS Organization, Functions, and Staff Procedures
- Sec II, Pd 4, with app 1 and 2 — Summary

c. Period 4.

- Sec III, Pd 2 — Solution to First Requirement, Period 2
- Sec I, Pd 5, with app 1 — First Requirement, Period 5

d. Period 6.

Sec II, Pd 5

— Solution to First Requirement, Period 5

e. Period 7.

Sec I, Pd 7

— First Requirement, Period 7.

Sec II, Pd 7

— The President and the Military

EVALUATION

Student evaluation in this elective will be based on the following: One outside writing requirement (revision or rewrite of a decision memorandum—175 words), 20 percent; and three in-class writing requirements (information papers—approximately 200 words each), 27 percent each. All writing requirements will be of a type expected of an action officer assigned to a high-level staff.

SCHEDULE OF CLASSES

- Period 1. Introduction and Discussion of Roles and Duties of Action Officers.
- Period 2. Discussion of Staffing Procedures, DA Staff.
- Period 3. Organization of DOD, JCS, and DA (Turn in outside writing requirement).
- Period 4. JCS Staffing Procedures.
- Period 5. In-Class Staff Writing Exercise.
- Period 6. DA Guest Lecturer.
- Period 7. In-Class Writing Exercise.
- Period 8. US Army Training and Doctrine Command.
- Period 9. US Army Forces Command.
- Period 10. In-Class Writing Requirement.
- Period 11. US Army Materiel Development and Readiness Command.
- Period 12. US Readiness Command.

HIGH-LEVEL STAFF APPLICATION

Appendix 6 to Advance Sheet. HQDA Memorandum 340-15

Memo 340-15

C 1

CHANGE

No. 1

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, DC, 30 July 1976

Expires 24 June 1979

OFFICE MANAGEMENT

STAFF ACTION PROCESS

DA Memo 340-15, 24 June 1976, is changed as follows:

1. Remove page 9 and substitute revised page 9.
2. File this change sheet in front of the publication for reference purposes.

(DACS-DMS)

By Order of the Secretary of the Army:

Official:

PAUL T. SMITH
Major General, United States Army
The Adjutant General

FRED C. WEYAND
General, United States Army
Chief of Staff

Distribution:

Headquarters, Department of the Army

7L7-0610

P1-19

C - 4

MEMORANDUM

No. 340-15

HEADQUARTERS
DEPARTMENT OF THE ARMY
Washington, D.C., 24 June 1976

Expires 24 June 1979

OFFICE MANAGEMENT

STAFF ACTION PROCESS

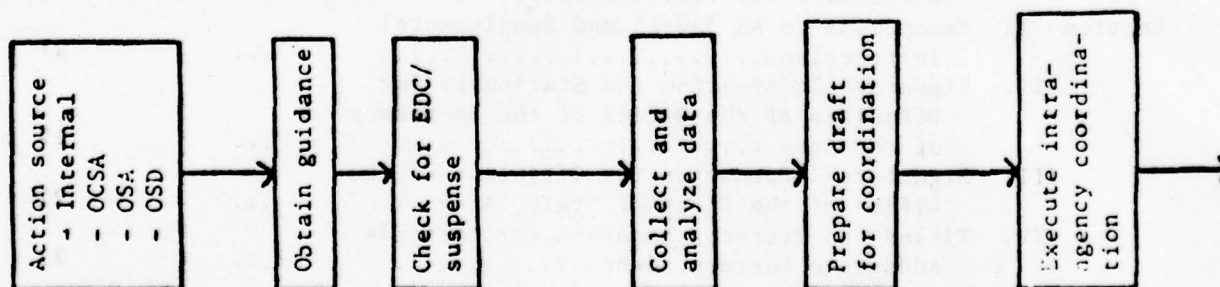
Effective 1 July 1976

	Paragraph	Page
Purpose.....	1	2
Principles and Policies for the Staff		
Action Process.....	2	2
Correspondence Policies.....	3	5
Communication of Policies.....	4	5
Types of Correspondence.....	5	5
Correspondence Prepared for Signature of		
Specified Officials.....	6	6
Managing the Staff Action Process.....	7	6
APPENDIX A. The Staff Action Process.....	...	7
B. Memorandum.....	...	9
Section I. General.....	...	9
II. Decision Memorandum.....	...	9
III. Information Memorandum.....	...	9
IV. Copy Requirements, Assembly, and		
Inclosures.....	...	11
V. Communication of Policies and Correspondence Procedures - Additional Guidance	...	12
APPENDIX C. Information Paper.....	...	15
D. White House Fact Sheet (WHFS).....	...	16
E. Correspondence for Signature of Specified		
Officials.....	...	17
Section I. Exceptions to AR 340-15 and Supplemental		
Instructions.....	...	17
II. Signature Information and Stationery for		
Officials of the Office of the Secretary		
of the Army.....	...	19
III. Signature Information for Officials of the		
Office of the Chief of Staff, Army...	...	21
IV. Titles and Protocol Sequence for Multiple		
Addressee Correspondence.....	...	23

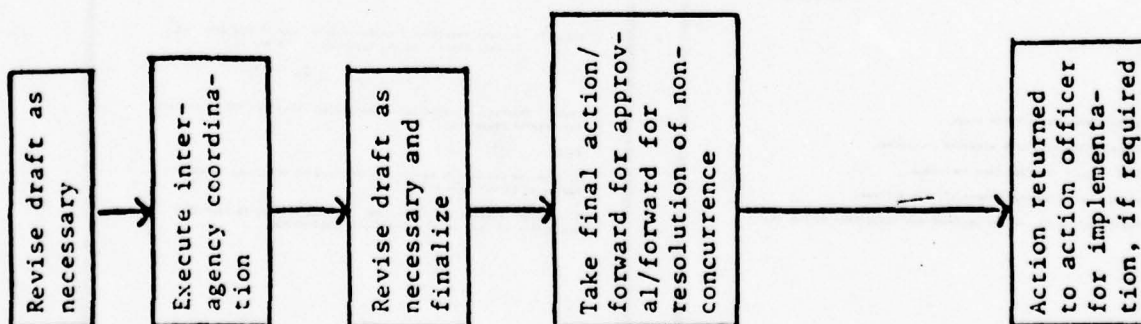
*This memorandum supersedes DA Memo 340-15, 16 April 1975, including all changes.

THE STAFF ACTION PROCESS

- Initial guidance normally included.
 - Know what the requirement is.
 - Direct contact with action source is encouraged.
 - Differentiate between personal opinion and official position.
 - If required, seek guidance at any time during staff process.
 - If action initiated by OCSA/OSA/OSD and suspense cannot be met, contact OCSA (SACO).
- Check background files.
 - Discuss with experienced action officers.
- Maximize use of working draft for coordination.
 - Most papers will be prepared in memorandum format (See app B.)
 - Determine who will sign action.
 - Early coordination with OSA/OCSA required.
- Assure necessary coordination.
 - Maximize use of telephone and handwritten notes.



- Avoid wordsmithing (i.e., changing "glad" to "happy").
- Use original draft for mark-ups.
- Use most informal method.
- Lateral coordination as required--if no response by tasker's suspense date, concurrence is assumed.
- Further OCSA/OSA coordination, as required.
- Contact with MACOM counterpart encouraged.
- Resolve nonconcurrences, if possible.
- Avoid wordsmithing.
- Agency head or designated individual takes final action.
- Agency head:
 - Overrides nonconcurrence.
 - States reason for nonconcurrence, rationale for consideration, and recommendations; forwards to CSA/VCSA for decision.
- If necessary for paper to be approved above agency level, agency head will forward to OCSA or line thru for CSA and forward to OSA.
- Pen and ink changes are acceptable on all internal Army correspondence, including that addressed to SA/CSA.
- Most important--if action not properly implemented, then previous efforts are wasted.
- Check progress--evaluate.
- Make further recommendations, if required.
- Keep the boss informed.



APPENDIX C
INFORMATION PAPER

1. An Information Paper normally will be used to provide factual information in concise terms to prepare the recipient for discussions. It may also be used for input for Trip Books. See DA Memo 1-22.
2. Only essential facts concerning the subject will be included and developed in an orderly and logical manner. Include Army/agency position if appropriate.
3. Information Papers will be self-explanatory and will not refer to inclosures except for additional tabular data, charts, or photographs.
4. Information Papers normally are attached to other documents, hand-carried, or transmitted by informal note. An address and signature block are not required.
5. Place office symbol as shown in samples below.
6. The DATE is the day of dispatch from originating agency.
7. Format may be altered to meet specific need.
8. Preparing agency will provide the requesting official with the original and one copy. When provided for officials in OSA, two information copies will be furnished OCSA.
9. Action officer name and extension will be placed in lower right corner.

INFORMATION PAPER	
	DACS-0019 10 FEB 1976
SUBJECT: OCSA Memo 340-3	
FACTS:	
<ul style="list-style-type: none">• Subject Memo is in final stage.• Coordination with OCSA elements completed.• Memo is more concise, less ambiguous.• Delegation of authority more clearly defined.• Final version to you for approval not later than 20 Feb 76.	
MAJ Montoya/78902	

INFORMATION PAPER	
	DAID-PLA 1 DEC 1975
SUBJECT: Actions Resulting from Under Secretary of the Army Trip to Fort Devens, MA and Raytheon, 12-23 Nov 75.	
ISSUE: Shortage of vehicular installation units (AM/WS-12 series) for Reserve Components.	
FACTS:	
<ol style="list-style-type: none">1. Reserve Components have a 43% shortage in this area -- 12,349 vehicles of 29,161 authorized.2. DACCOM is aware of the problem and will be able to furnish a projection of "get well" status later this month.	
LTC Adams/74567	

7L7-0610

P1-34

HIGH-LEVEL STAFF APPLICATION

Section I, Period 2. DA Staffing Procedures

The current trend is to shorten the writing of DA staff actions. The current "buzz" word for this trend is "succinct," or concise, terse, short, curt. This trend coupled with the accompanying trend toward informality has permitted the action officer on the DA Staff to expedite handling of actions.

Appendix 1 to Section I, Period 2, *Memorandum For: Heads of Army Staff Agencies*, Subject: Staff Procedures, was distributed throughout the DA Staff on 15 September 1975 and sets forth the latest thoughts and policy regarding brevity in written actions. This memorandum was accompanied by two inclosures. The first of these was a lengthy *DECISION MEMORANDUM* for the Chief of Staff, US Army (app 2 to sec I, pd 2). The second inclosure was a second or rewritten version of this same memorandum (sec III, pd 2) and provides the same information in approximately 175 words on one page.

With emphasis on brevity and terseness, it is mandatory that action officers depart from the long-established custom of using the thesaurus to produce wordy papers. Emphasis should be to write in such a manner as to make the major points or considerations appear to "jump" from the document and thereby become readily apparent to the reader. This type of writing is being fostered to such a degree that the use of short phrases and partial or incomplete sentences listed in tabular format is totally acceptable in DA actions.

Section II, Period 2. First Requirement, Period 2

FIRST REQUIREMENT, PERIOD 2

As homework for period 3, you are to rewrite the decision memorandum contained in appendix 2 to section I, period 2. Your efforts should produce a one-page, 175-word memorandum and still retain the major points of the original memorandum in your paper.

The major guidelines for rewriting the memorandum are contained in paragraph 3 of the basic memorandum (app 1 to sec I, pd 2). You are encouraged to prepare your paper as a first draft and submit it in longhand; however, it should be double-spaced to permit insertion of comments by the instructor when grading.

Inclosure 2 to the basic memorandum for heads of Army Staff Agencies will be provided to you with your graded paper as a typical solution to this requirement.

U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
HIGH-LEVEL STAFF APPLICATION

1502-2

Section III, Period 2. DA Staffing Procedures
SOLUTION TO FIRST REQUIREMENT, PERIOD 2

MEMORANDUM FOR: CHIEF OF STAFF

SUBJECT: Proposed Change to DOD Sponsored Amendment to the Defense
Officer Personnel Management Act--DECISION MEMORANDUM

1. PURPOSE: To propose a change to a DOD sponsored amendment to the
Defense Officer Personnel Management Act.

2. DISCUSSION:

-- Congress may enact the Defense Officer Personnel Management Act
(DOPMA) before the Uniformed Services Retirement Modernization Act (RMA).

-- DOPMA legislation does not provide involuntarily separated officers
"severance" or "readjustment" pay.

-- This pay is authorized currently and proposed RMA will provide
monetary emoluments after a period of vested interest.

-- Involuntarily separated enlisted members are not currently entitled to
monetary compensation.

-- Elimination of severance or readjustment pay may be perceived as a
breach of contract and create morale and personal hardships for those
involuntarily separated during the interim between passage of DOPMA and RMA.

-- To correct this inequity it is proposed that DOPMA be amended as follows:

o Readjustment pay and vested interest equity provisions of RMA for
involuntary separations be incorporated in DOPMA.

o Revise language pertaining to enlisted members to provide for
readjustment and vested interest payment for members involuntarily separated.

-- Proposed amendment of DOPMA will require additional Military Personnel
Army (MPA) dollar outlays. Exact dollar outlays are being developed by OSD.

-- ASA(M&RA), CLL, OTJAG and COA concur.

-- Alternatives: There are no other feasible alternatives.

3. RECOMMENDATION: Chief of Staff approve proposed memorandum at Tab A
to DOD General Counsel recommending amendment of DOPMA.

2 Incl

TAB A - Memo to GC *wd*

TAB B - DOD Proposed Amendment *wd*

7L7-0610-LET-100-14 Feb 77

P2-III-1

HIGH-LEVEL STAFF APPLICATION

Section I, Period 4. JCS Organization, Functions, and Staff Procedures

Staffing of joint actions is quite different from staffing procedures normally encountered in headquarters staffed by single Services. The procedures used to staff joint actions within JCS and the headquarters of the four Services are detailed and normally conducted in a very formal manner. Both the detailed procedures and the formality are necessary to insure that each action is appropriately handled by the required agencies.

During this period, these procedures and associated terms will be discussed and explained. Many action officers assigned to the DA Staff will complete their assignments to the Pentagon and never be involved with or assigned a joint action. Others will spend their tours totally involved in joint actions. As a general rule, the highest number of joint actions involving the Army Staff are handled by DCSOPS, with fewer numbers requiring primary action by DCSLOG, DCSRDA, and DCSPER.

This particular lesson is designed to familiarize you with the staffing process and associated terms involved in joint staffing at the JCS and HQDA levels. The accompanying appendix presents an abbreviated flow chart for joint actions. This chart should be reviewed and brought to class for period 4.

HIGH-LEVEL STAFF APPLICATION

Section I, Period 4. JCS Organization, Functions, and Staff Procedures

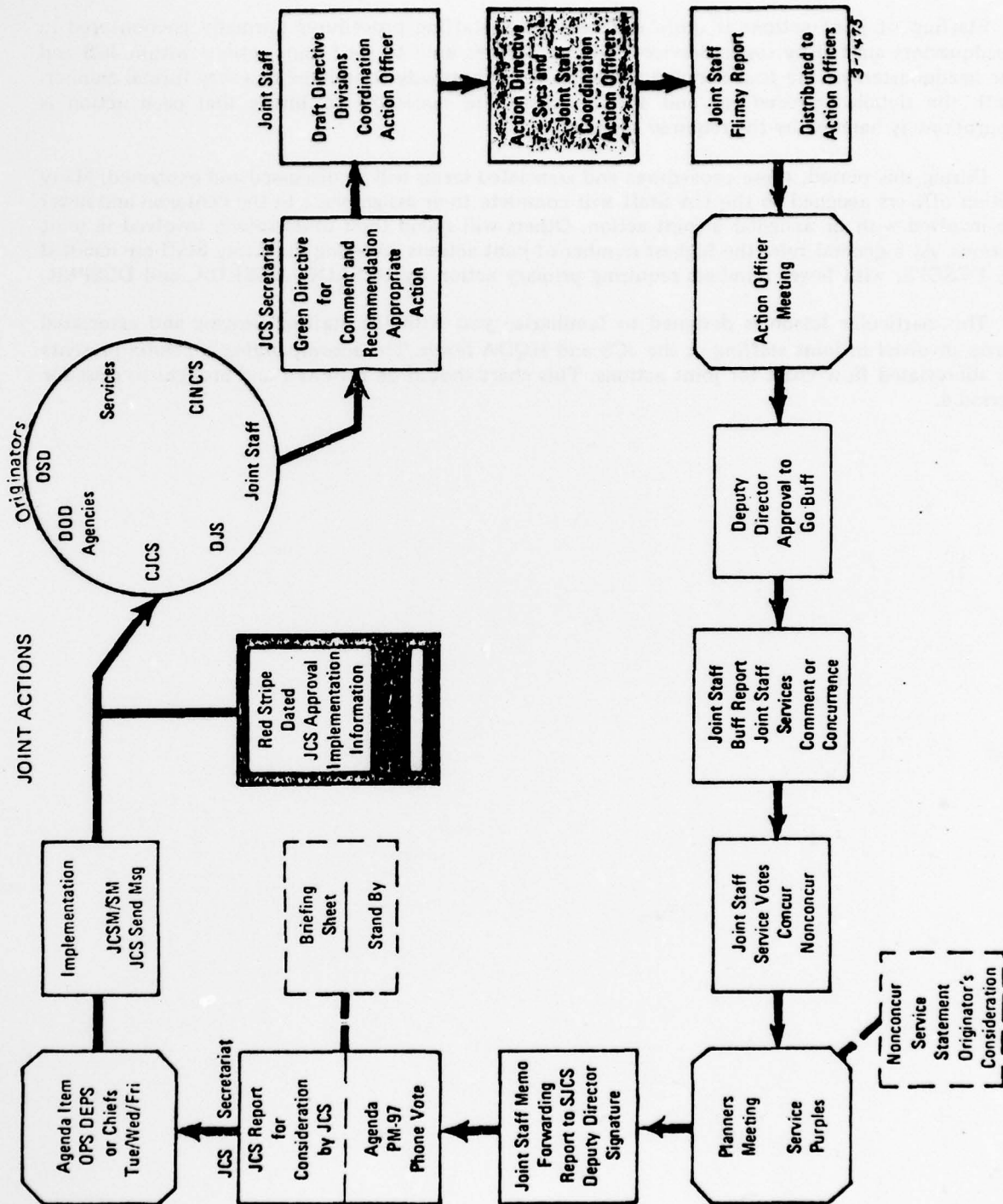
Staffing of joint actions is quite different from staffing procedures normally encountered in headquarters staffed by single Services. The procedures used to staff joint actions within JCS and the headquarters of the four Services are detailed and normally conducted in a very formal manner. Both the detailed procedures and the formality are necessary to insure that each action is appropriately handled by the required agencies.

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HIGH-LEVEL STAFF APPLICATION

Appendix 1 to Section I, Period 4. JCS Action Document Flowchart



7L7-0610

P4-I-2

C - 14

HIGH-LEVEL STAFF APPLICATION

Section II, Period 4. Summary

During this lesson you have had the opportunity to examine the staff techniques and procedures that are used within the Joint Chiefs of Staff. The procedures within the Joint Chiefs of Staff are primarily directed toward the flimsy, buff, and green stages of a joint action. Although the coordination in the flimsy stage of a joint action is informal, the staff action must be as complete and thorough as possible. Insertion of Army views as joint views during the latter stages of the joint action (buff and green) wherein formal coordination is required may be difficult or impossible.

As future high-level staff members, you can expect to be assigned the duties of an action officer; consequently, knowledge of the required formats and the ability to brief or summarize extensive material are important staff tools that will assist in the professional accomplishment of that assignment.

Two appendixes that may be of assistance in future assignments accompany this section. Appendix 1 presents a technique for summarizing voluminous background material into a finished summary. Appendix 2 contains terms, abbreviations, and types of joint staff correspondence associated with the JCS.

HIGH-LEVEL STAFF APPLICATION

Section I, Period 5. First Requirement, Period 5

1. GENERAL SITUATION

You have been assigned to the Military Personnel Management Division, Office of the Deputy Chief of Staff for Personnel (DCSPER), Department of the Army. Your boss, MG M. P. Head, will attend the Army Policy Council meeting tomorrow at 1100 hours. One of the subjects on the agenda is a briefing and discussion of the Comptroller of the Army (COA) Study on Installations and Activities. General Head desires an information paper on the COA study.

2. SPECIAL SITUATION

You have contacted the executive officer in the Office of the Controller of the Army. He gave you the name and office number of the action officer. The action officer has provided you with a draft copy of the COA study for your use in preparing your information paper. The draft COA study is at appendix 1.

3. FIRST REQUIREMENT, PERIOD 5

Prepare a draft of your information paper, using as a guide the sample information paper in CSM 340-15. Papers ideally should not exceed 175 words. Papers will be graded on content, length, clarity, and grammar.

U.S. ARMY COMMAND AND GENERAL STAFF COLLEGE
HIGH-LEVEL STAFF APPLICATION

1502-5

Section II, Period 5. Solution to First Requirement, Period 5

The following information paper is provided as a typical information paper. The length and content are appropriate in this particular case.

Information Paper

DACA-MRP
LTC ____/77865
29 May 1973

SUBJECT: COA Installation and Activity Study

TO: General _____

PURPOSE: To provide information on the COA Installation and Activity Study.

FACTS.

1. Congressional appropriations committees have become increasingly critical of the number and size of headquarters within DOD and, as a result, the Surveys and Investigations Staff, House Appropriations Committee, is now conducting an inquiry into this area.
2. There is considerable congressional misunderstanding about the Army's headquarters structure, due largely to a lack of commonly understood definitions relating to headquarters and to the Army's actual management overhead.
3. COA's study portrays this confusion and/or lack of definition and proposes a set of definitions that will be more clearly understood by Army, OSD, and the Congress. These new or revised definitions are at inclosure 1.
4. This study also addresses the existing DA installation command assignment policy. Assignments are now made on a case-by-case basis with no clear-cut policies having been established. COA has proposed a policy for installation command assignments focusing on the achievement of maximum efficiency in programing and budgeting for base operation support. Basically, the policy is that an installation will be assigned to the major command whose mission organization on the installation is best equipped to perform installation management.

Questions within _____ area of interest are:

- a.
- b.

1 Incl

Signature

7L7-0610-LET-100-14 Feb 77

P5- II-1

HIGH-LEVEL STAFF APPLICATION

Section I, Period 7. First Requirement, Period 7

1. GENERAL SITUATION

You are assigned to the Office of the Chief of Staff, Department of the Army. Your immediate superior is the chief of the Executive Services Office. He has informed you that he is to attend a meeting at 0900 hours tomorrow concerning the possible reorganization of the Office of the Joint Chiefs of Staff. An article by Morton H. Halperin has been mentioned as a topic of discussion. He desires that a copy of the article and an information paper on the article be provided by close of business today.

2. SPECIAL SITUATION

A copy of the article has been obtained from the AG Library on the first floor of the Pentagon. It is now 1100 hours, and you are preparing to write the information paper. The typist desires to have your draft by 1500 hours in order to insure completion by close of business.

3. FIRST REQUIREMENT, PERIOD 7

Prepare your draft information paper, using as a guide the sample information paper contained in CSM 340-15. Ideally, papers should not exceed 200-225 words. Evaluation will be on content, length, clarity, and grammar.

APPENDIX D

Survey form for General Information

Survey Form, Project #48

Identification No. _____

Duty Position: _____

Date Reported for Duty: _____
Month Year

Grade: _____ Branch: _____

Attended CGSC: Yes No Date Graduated: Month Year

Attended SSC: Yes No Date Graduated: Month Year

Masters Degree: Yes No Discipline: _____

Primary Specialty: _____ Alternate: _____

In my duty position I need to understand the following organizations and their functions to the degree indicated.

	Comprehensive	General	Vague	None
OSD				
OJCS				
DA				
TRADOC				
FORSCOM				
DARCOM				
U.S. Readiness Command				
Other (Specify)				

APPENDIX E

Training Schedule for "Battle Captains Course"

U. S. ARMY COMMAND AND GENERAL STAFF COLLEGE--FORT LEAVENWORTH, KANSAS
BATTLE CAPTAINS COURSE
CLASS NUMBER 78-4

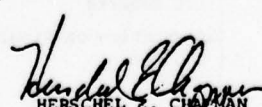
ONE WEEK



9 - 13 JANUARY 1978

HOURS	CLASSROOMS OR AUDITORIUM	COURSE AND LESSON	TITLE AND INSTRUCTORS	DEPT
- MONDAY - 9 JANUARY -				
0710- 0720	Bell 6		Inprocessing	DET
0730- 0740	Bell 7	C000	Welcome by Commandant Lieutenant General J. R. Thurman	Comdt
0745- 1130	Bell 7	C102	Soviet Tactics MAJ Johnson	DCOM
1200- 1350	Bell 7	C300	Operations--FM 100-5 COL Washer	DTAC
1410- 1745	Bell 7	C301	Brigade and Battalion Offensive Operations COL Perry - LTC Angolia	DTAC
1745- 1800	Bell 7		Discussion of Inventory Examination MAJ DeReu	OCAD
1930- 2300	Bell 7		Tactics Homework and Individual Study Time	
- - - - - TUESDAY - 10 JANUARY - - - - -				
0730- 1130	Bell 7	C302	Brigade Defensive Operations COL Washer	DTAC
1200- 1350	Bell 7	C303	Battalion Defensive Operations COL Washer	DTAC
1410- 1800	Bell 7	C304	Preparation for BATTLE Exercise COL Washer	DTAC/ DCOM
1930- 2300			Individual Study Time	
- - - - - WEDNESDAY - 11 JANUARY - - - - -				
<u>Group 1</u>				
0730- 1545	Bell 7	C304	Battalion Analyzer and Tactical Trainer (BATTLE) COL Washer	DTAC/ DCOM
1600- 1800	CATTS Facility		CATTS Preparation and Individual Study Time LTC Lovinggood	
1900- 2300	CATTS Facility		CATTS Preparation and Individual Study Time LTC Lovinggood	
<u>Group 2</u>				
0730- 0830	DTAC Conf Room 336		Training for Commanders LTC Hastings	DCOM
0840- 1130	DTAC Conf Room 336		Logistics for Commanders LTC Roberts	DREM
1230- 1430	TOC Facility Muir Hall		Orientation on Simulation COL Cei	CATRADA
1500- 1650	Bell 7	C304	Battalion Analyzer and Tactical Trainer (BATTLE) COL Washer	DTAC/ DCOM
1930- 2300			Individual Study Time	

COMMAND AND GENERAL STAFF OFFICER COURSE--BATTLE CAPTAINS COURSE (CLASS NUMBER 78-4)

HOURS	CLASSROOMS OR AUDITORIUM	LESSON AND PERIOD	TITLE AND INSTRUCTORS	DEPT
- THURSDAY - 12 JANUARY -				
	<u>Group 1</u>			
0700-1500	CATTS Facility	C001	Combined Arms Tactical Training Simulator (CATTS) LTC Dickson	DTAC/USAF
1600-1800	Bell 7	C304	Battalion Analyzer and Tactical Trainer (BATTLE) COL Washer	DTAC/DCOM
1900-2300			Individual Study Time	
	<u>Group 2</u>			
0730-1530	Bell 7	C304	Battalion Analyzer and Tactical Trainer (BATTLE) COL Washer	DTAC/DCOM
1600-1800	CATTS Facility		CATTS Preparation and Individual Study Time LTC Olejniczak	
1900-2300	CATTS Facility		CATTS Preparation and Individual Study Time LTC Olejniczak	
- - - - - FRIDAY - 13 JANUARY - - - - -				
	<u>Group 1</u>			
0730-0830	Bell 7		Training for Commanders LTC Weeks	DCOM
0840-1130	Bell 7		Logistics for Commanders LTC Mooradian	DREN
1230-1430	Bell 7		Orientation on Simulation COL Cei	CATRADA
	<u>Group 2</u>			
0700-1500	CATTS Facility	C001	Combined Arms Tactical Training Simulator (CATTS) LTC Dickson	DTAC/USAF
	<u>Group 1, 2</u>			
1515	Bell 7		Critique COL Carlson	Assist Dep Comdt
1545	Bell 7		Outprocessing	DET
- - - - -				
FOR THE COMMANDANT:				
<div style="display: flex; justify-content: space-between;"> <div> <p>DISTRIBUTION:</p> <p>O, J</p> <p>Distr Br - 50</p> <p>Instr Fnc Br - 50</p> <p>AG Message Ctr - 50</p> </div> <div style="text-align: center;">  <p>HERSCHEL Z. CHAPMAN Colonel, Infantry Secretary</p> </div> </div>				
2				

APPENDIX F

Duty Modules Applicable to Unit Commanders

- | | |
|--------|---|
| 0-A-2 | Performs general administration |
| 0-A-3 | Exercises command authority in military justice matters |
| 0-A-10 | Counsels and evaluates subordinates as troop leader and takes action on personal problems |
| 0-A-11 | Supervises troop appearance and care and maintenance of materiel and facilities in unit |
| 0-E-1 | Trains troops and/or civilian employees in units and activities |
| 0-U-1 | Directs and controls employment of Infantry and Armor maneuver unit |

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: January 1976

Code: _____

DUTY MODULE O-A-2 Perform general administration	(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0014 Prepare administrative SOPs and instruction.						
0015 Monitor security of classified documents.						
0003 Prepare and review administrative correspondence, memoranda, and reports.						
0006 Establish and monitor arrangements for collection and distribution of mail within unit.						
0008 Screen incoming correspondence and distribute for action or information.						
0017 Establish and operate suspense system.						
0018 Authenticate orders and official correspondence.						
0019 Establish and post files of records and regulations.						
0012 Review, interpret and apply directives and information.						
0020 Schedule appointments, conferences, and other such activities.						
0021 Provide for reproduction and duplication services.						
0004 Prepare and review unit journal, historical records and morning report (or change reports for centralized systems).						
0005 Administer unit funds.						
0007 Establish and operate unit message center.						
0013 Prepare daily bulletin or similar publication.						
Level of performance most applicable for Duty Module as a whole.						

1. DO MODULE AND TASKS APPLY TO YOUR POSITION

- a In actual or simulated combat operations and support?
- b In garrison and other than a?

(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE

- a In actual or simulated combat operations and support?
- b In garrison and other than a?

(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB

- a In actual or simulated combat operations and support?
- b In garrison and other than a?

(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical

Date: October 1975

Code:

DUTY MODULE O-A-3 Exercises command authority in military justice matters		(5) Direct	(4) Supervise	(3) Do and Supervise	(2) Do	(1) Assist	(0) Not Applicable
0022	Issue formal admonitions and reprimands.						
0023	Prefer charges.						
0024	Appoint investigating officers, boards, and members of courts-martial.						
0025	Review and take command action on findings of investigating officers, courts, and boards.						
0026	Exercise authority of non-judicial punishment under UCMJ.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than <u>a</u> ?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than <u>a</u> ?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than <u>a</u> ?					

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

		(5)	(4)	(3)	(2)	(1)	(0)
		Direct	Supervise	Do and supervise	Do	Assist	Not applicable
DUTY MODULE 0-A-10 Counsels and evaluates subordinates as troop leader and takes action on personal problems							
0076	Interview, consult, and counsel subordinates concerning personal problems, performance and career development, or for other leadership purposes.						
0077	Investigate and seek information to counsel, advise, or assist subordinates.						
0078	Pursue follow-up actions to help resolve personal problems of subordinates, coordinating with any other authorities concerned.						
0079	Evaluate subordinates.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

DUTY MODULE 0-A-11 Supervises troop appearance and care and maintenance of materiel and facilities in unit		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0080	Operate "motor stables" or similar activity for care and maintenance of vehicles, aircraft and associated equipment.						
0081	Monitor care and maintenance and security of weapons and other equipment.						
0082	Monitor care, security and maintenance of facilities, grounds, and installation property in unit custody.						
0083	Monitor dress and appearance of subordinate personnel and care and maintenance of their individual uniform clothing and equipment.						
0084	Perform maintenance record administration in unit.						
0085	Inspect troops, equipment and facilities.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION	(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE	(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB	(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical		
a. In actual or simulated combat operations and support?							
b. In garrison and other than a?							

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

DUTY MODULE 0-E-1 Trains troops and/or civilian employees in units and activities		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0277	Prepare training schedules in accordance with training programs and directives.						
0278	Prepare lesson plans for training.						
0279	Arrange for training areas, training materials and aids.						
0280	Teach formal classes by lecture.						
0281	Conduct group instruction.						
0282	Conduct demonstrations.						
0283	Conduct individual on-the-job training.						
0284	Conduct practical applicatory team training.						
0285	Manage range firing.						
0286	Conduct physical training.						
0287	Conduct unit operational training exercises.						
0288	Monitor and inspect training.						
0289	Test and evaluate training status and proficiency.						
0290	Post training records, training publications, and submit training reports.						
Level of performance most applicable for Duty Module as a whole.							

1. DO MODULE AND TASKS APPLY TO YOUR POSITION:		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE:		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%	(6) 90-100%
a.	In actual or simulated combat operations and support?							
b.	In garrison and other than a?							

3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB:		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical
a.	In actual or simulated combat operations and support?					
b.	In garrison and other than a?					

Duty Module Survey Form (Rev 1974)

Identification No. _____

Date: October 1975

Code: _____

DUTY MODULE 0-U-1 Directs and controls employment of Infantry and Armor maneuver unit		(5) Direct	(4) Supervise	(3) Do and supervise	(2) Do	(1) Assist	(0) Not applicable
0787	Interpret orders, obtain intelligence and other information pertaining to mission.						
0788	Evaluate relevant factors including mission, enemy, terrain and troops, reconnoiter physically or by use of maps and photos, and make estimate of situation.						
0789	Plan disposition and employment of unit.						
0790	Arrange for and coordinate fire support.						
0791	Issue orders to carry out unit's mission.						
0792	Inform own, superior, subordinate, and adjacent units on situation.						
0793	Coordinate actions with friendly units and civil authorities.						
0794	Evaluate operations progress and modify orders as the situation warrants.						
0795	Check personnel, weapons, equipment and supplies, and prepare for further operations.						
0796	Plan and employ communications.						
0797	Employ surveillance radar, sensing devices and take other measures to establish local security.						
0798	Employ and coordinate use of rotary wing aircraft in tactical operations.						
0799	Assign personnel to duty, inspect work, train in proper procedures and provide leadership.						
0800	Employ armor vehicle launch bridge.						
Level of performance most applicable for Duty Module as a whole.							
1. DO MODULE AND TASKS APPLY TO YOUR POSITION		(0) Not applicable	(1) Little applicability	(2) Several of tasks	(3) Majority of tasks	(4) All of tasks	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
2. PERCENT OF TOTAL TIME SPENT ON THIS DUTY MODULE		(0) Not applicable	(1) 1-9%	(2) 10-29%	(3) 30-49%	(4) 50-69%	(5) 70-89%
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						
3. RELATIVE CRITICALITY OF THIS PART (MODULE) TO ENTIRE JOB		(0) Not applicable	(1) Least critical	(2) Average	(3) Critical	(4) The most critical	
a.	In actual or simulated combat operations and support?						
b.	In garrison and other than a?						

APPENDIX G

Sinai Peninsula War Game Data

G - 1 to G - 3
G - 4
G - 5 to G - 11
G - 12 to G - 19
G - 20 to G - 22
G - 23 to G - 38
G - 39 to G - 42
G - 43 to G - 54
G - 55 to G - 56

General and Special Situations
Task Force Assignments
Analysis of Areas of Operations No. 1
Intelligence Estimate No. 1
Battalion Tactical SOP
Operations Order (OPORD) 3
Field Artillery Support Plan 3
Brigade Staff Update
Troop List

GENERAL AND SPECIAL SITUATIONS

1. INTRODUCTION

The following information pertains to the forthcoming combat operations of the 52d Infantry Division (Mechanized). The division was placed on alert and began deployment to the Middle East on 25 April 197_.

Today is 5 June 197_; you are a member of the Command Group of a Task Force of the 1st Brigade, 52d Infantry Division (Mechanized). You are currently located in an Assembly Area in the vicinity of WU094284, Republic of Sinai. The Brigade Operations Order has been issued and you have received an update from the brigade staff.

2. GENERAL SITUATION

In 1950 the United Nations Forces intervened in the Middle East War in an attempt to settle a serious conflict in the old Bedouin Empire.

As a result of the settlement of this conflict, two independent countries emerged: The Kingdom of Abar, which occupies the land between the Suez Canal and the Nile River, and the Republic of Sinai, located in the area between the arms of the Red Sea. The Kingdom of Abar being west of the Suez Canal and the Republic of Sinai east of the canal.

The Suez Canal was designated by the United Nations as the international boundary between these newly formed independent countries for two reasons:

- a. It was a clearly definable feature in an area largely lacking prominent terrain features.
- b. The canal, under joint operation and control of the two countries, would provide each country with substantial revenue for economic development.

Following the settlement in late 1950, the Kingdom of Abar remained economically weak and unstable for several years. This was mainly due to a series of weak coalition governments. The Republic of Sinai, aided by technological assistance from the United States, developed into a more stable and industrial state.

Abar military leaders, inspired by promises from Pakland to correct the chaotic political situation of the past and modernize their armed forces, to include augmenting the leadership positions with Pakland personnel, were able to plan and execute another coup d'etat in 1972.

Under the command and leadership of General Shariff, the new government began trying to regain complete control of the Suez Canal and what was formerly Abar land on the east bank of the canal.

CATTS-114
APRIL 1977

These efforts have resulted in frequent armed conflicts and exchanges of gunfire at various locations along the international boundary and an unsettled peace between the two countries.

The Kingdom of Abar has conducted numerous "training exercises" west of the Suez Canal. Since 1972 many of these exercises involved mobilization and movement of personnel and equipment to within 20 kilometers of the international border. These training exercises have occurred more than 25 times in the past 24 months, with the last being in February 197_. Recent exercises have included the use of bridging material and engineer equipment in practice canal-crossing operations.

On 1 April 197_, a large contingent of forces from Pakland, estimated to be a reinforced motorized rifle division in size, was deployed to the Kingdom of Abar to assist the military government in gaining complete control of the Suez Canal between the Gulf of Suez and Little Bitter Lake.

The Republic of Sinai viewed this action as an act of aggression by Abar and mobilized their Army on 3 April 197_ to assist the national police in maintaining order in the communities east of the canal. Many of these communities had formerly belonged to the Kingdom of Abar and are now occupied by small bands of dissidents attempting to disrupt the peace and restore the land to Abar control.

The Sinai forces, combined with the national police forces, have vowed to use whatever force necessary to keep the canal open and under joint ownership.

On 10 April 197_ the Kingdom of Abar responded by fully mobilizing its armed forces and, along with Pakland forces, moved to within 50 kilometers of the canal. This was to be a show of strength and done under the pretense of being a training exercise.

3. SPECIAL SITUATION

On 13 April 197_, following continued acts of aggression and open hostilities by the Kingdom of Abar in an effort to gain full control of the Suez Canal, the Republic of Sinai requested assistance from the United Nations, the United States, and other NATO allies. This was under the provisions of a mutual defense pact signed in 1972.

The United Nations declined to act upon this request, based upon what appears to be political reasons, and refused to provide military assistance. The United Nations recommended further efforts be made to reach an agreement by continuing discussions and conferences, which recently have been deadlocked and counterproductive.

The United States agreed to assist the Republic of Sinai on 19 April 197_, following an emergency meeting by the Joint Chiefs of Staff, National Security Council, and the President.

The decision by the president, under the provisions of the War Powers Act of 1974, was to deploy one mechanized infantry division with one attached infantry brigade for a period of 60 days (not to exceed 90 days under emergency conditions, without a formal Declaration of War). The 52d Infantry Division (Mechanized) and the 111th Separate Infantry Brigade were designated for deployment.

The Kingdom of Abar has forces approximately equal to one combined arms army in size and is now augmented with one reinforced motorized rifle division from Pakland.

The military forces available to the Republic of Sinai are equivalent to one U.S. corps. The 52d Inf Div (Mech) from the United States is OPCON to the Republic of Sinai.

The Sinai Air Force augmented by U.S. Air Force assets has the capability to gain and maintain local air superiority for short periods of time, but does not have air supremacy. This capability will be increased as facilities and more aircraft become available in late June 197__.

The Kingdom of Abar, combined with Pakland assets, has a limited nuclear capability. The employment of tactical nuclear weapons by United States forces is not contemplated, except under the provisions of current doctrine and implementation authority.

Activity by elements of the Kingdom of Abar during the past 24 hours has been characterized by minimal movement of personnel and equipment on the west bank of the canal. There have been reports by indigenous personnel sympathetic to the Republic of Sinai and confirmed by intelligence reports that large movements of troops and equipment have taken place within 30-50 kilometers of the canal.

Aircraft from the Kingdom of Abar have conducted numerous reconnaissance flights along the west bank of the Suez Canal within the past several days.

All indications point to a major offensive by the Kingdom of Abar to cross and seize total control of the canal.

The 52d Inf Div (Mech) was deployed on 25 April 197__ from Pope AFB by C-141 and C-5A aircraft and moved into a staging area in the vicinity of the abandoned airstrip (Vic WU1824) to assist the Republic of Sinai in retaining joint control of the Suez Canal. All divisional elements closed at the airstrip on 30 May 197__.

BATTLE CAPTAINS COURSE

COMBINED ARMS TACTICAL TRAINING SIMULATOR (CATTS)

TASK FORCE ASSIGNMENTS

POSITION

NAME

CO

LTC Hartle, AR

XO

COL Wallis, AR

S1

S2

LTC King, EN

Assistant S2

S3

LTC Devrives, IN

Assistant S3

MAJ Frazar, AR (DTAC)

S3 Air

MAJ Chesarek, AR

S4

Assistant S4

Support Platoon Leader

Fire Support Officer

COL May, FA

Assistant Fire Support Officer

LTC Little, ADA

Forward Air Controller

LTC MOONES, USAC

TOC Monitor

LTC Olejniczak, IN
(DTAC)

(Classification)

Copy no _____ of _____ copies
52d Inf Div (Mech)
Fort Bragg, North Carolina
202300 April 197____
VU 1

ANALYSIS OF AREA OF OPERATIONS NO 1

Reference: Map Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A,
1:50,000.

1. PURPOSE AND LIMITING CONSIDERATIONS

a. Purpose. To analyze the divisions potential area of operations from the Suez Canal (VU6308) to (WU4020) to (WU4069) to the Suez Canal (VU5940).

b. Mission. To assist the Republic of Sinai in maintaining joint control of the Suez Canal, an international boundary.

2. GENERAL DESCRIPTION OF THE AREA

a. Climatic or Weather Conditions.

(1) Climate. Climate conditions do not vary significantly from day to day during the months of May and June. Temperatures will range from a maximum of 95° F to a minimum of 70° F. Rainfall will be negligible during the period. The normal summer precipitation averages less than 1 inch.

(2) Weather. Weather forecast, 1-21 June.

(a) Precipitation. None predicted.

(b) Fog. None predicted.

(c) Temperature. From 70° to 95° F.

(d) Wind. Surface winds from the south at velocities of 3 to 5 knots.

(e) Cloudiness. Minimal.

(f) Atmospheric pressure. Average 980 millibars. This will not have an adverse effect on military flight operations.

(g) Moon. ~~New~~ ^{Full} moon: 24 June.

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(Classification)

(h) Light data.

DATA	BMNT	BMCT	EECT	EENT	MOONRISE	MOONSET	SUNRISE	SUNSET
1 June	0407	0438	1903	1934	0014	1155	0504	1837
2 June	0407	0438	1904	1935	0059	1250	0504	1838
3 June	0406	0437	1904	1936	0134	1345	0503	1839
4 June	0405	0436	1905	1937	0211	1440	0502	1839
5 June	0404	0435	1906	1938	0246	1536	0502	1840
6 June	0404	0435	1907	1938	0320	1627	0501	1841
7 June	0403	0434	1907	1939	0355	1719	0501	1842
8 June	0402	0434	1908	1940	0434	1811	0500	1842
9 June	0401	0433	1909	1940	0509	1901	0459	1843
10 June	0401	0432	1910	1941	0557	1952	0459	1843
11 June	0400	0432	1911	1942	0641	2024	0458	1844
12 June	0359	0431	1911	1943	0732	2126	0458	1844
13 June	0359	0431	1912	1944	0822	2208	0457	1845
14 June	0358	0430	1912	1944	0916	2250	0457	1846
15 June	0358	0430	1913	1945	1041	2332	0457	1846
16 June	0357	0429	1914	1946	1105	----	0456	1847
17 June	0357	0429	1914	1946	1203	0021	0456	1847
18 June	0356	0428	1915	1947	1302	0044	0455	1848
19 June	0356	0428	1915	1948	1404	0122	0455	1848
20 June	0355	0427	1916	1949	1507	0203	0454	1849
21 June	0355	0427	1916	1950	1614	0248	0454	1849

b. Terrain.

(1) Relief and drainage systems. The expected area of operations of the 52d Inf Div (Mech) is drained by the Gulf of Suez and the Suez Canal. The high ground east of north-south gridline 87 acts as a watershed. During periods of heavy precipitation, the wadis accumulate water and are the primary drainage system. West of north-south gridline 87, the terrain slopes down evenly in varying formations of sand dunes to the Suez Canal. The elevation ranges from 300 meters along the 87 gridline to approximately 10 meters at the canal. East of north-south gridline 87, the elevation abruptly rises to elevations of 5-600 meters in the northern and southern sectors, with the remaining area composed of sharply dissected and undulating sand dunes. The Suez Canal averages 150 meters wide and 11 meters deep along the divisions anticipated frontage. The banks of the Suez Canal will pose a major obstacle to any attacking force. Extending six feet above the waterline is a reinforced verticle rock wall. In addition, a sand berm of approximately 60 feet high has been constructed above the rock wall.

(2) Vegetation. Vegetation on the east side of the canal is limited to small desert trees and shrubs in an area bounded by north-south gridlines 67 and 73 and east-west gridlines 27 and 38. Vegetation on the west side of

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the canal is much more prevalent. From east-west gridline 19 to gridline 29 and for a depth of 1 to 2km, palm and other desert trees will restrict the line of sight.

(3) Surface materials. Surface materials within 2km east and west of the Suez Canal consist of sand-silt mixtures with some gravel. The remainder of the division zone consists of a gravel-sand mixture with wide ranges of grain sizes. Surface material will support off-road vehicular traffic. Moderate rainfall will improve off-road trafficability.

(4) Manmade features. The principal east-west road through the division zone is Highway 33, an all-weather hard-surfaced road beginning vic VU594226 and running through the Mitla Pass. Secondary roads branch from Highway 33. The second major east-west all-weather, hard-surfaced road begins vic VU623416 and runs east through the division zone. The principal north-south all-weather, hard-surfaced, one-lane road is Highway 66. It begins vic VU6234 and runs south along the canal. A north-south broad gage, single-track railroad runs along the east bank of the canal. Numerous trails, averaging 1.5 to 2.5 meters wide, run through the division zone. The area is sparsely populated, with no major built-up areas. The airfield (VU5625) on the west side of the canal is operational and capable of accommodating tactical and cargo aircraft.

c. Sociology.

(1) The area east of the canal is sparsely populated, with no major built-up area. A small settlement is located at VU605233.

(2) Political stability generally exists in the Republic of Sinai. A majority of the citizens of the Republic of Sinai are loyal to their government and will actively support the introduction of US troops. Small bands of dissidents have been reported; however, only a very small part of the Republic of Sinai population is sympathetic to the Abar cause and would support or hide the terrorists.

3. MILITARY ASPECTS OF THE AREA

a. Tactical Aspects.

(1) Cover and concealment.

(a) Relief. The terrain slopes down from north-south gridline 87 to the Gulf of Suez and the Suez Canal in varying formations of sand dunes. The percentage of slope for the terrain between the Suez Canal and the north-south gridline 67 is between 3 and 10 percent. Between north-south

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gridlines 67 and 78, the percentage of slope ranges from 10 to 30 percent. The entire area between north-south gridline 87 and the Suez Canal will afford only a slight degree of cover and concealment. The high ground east of north-south gridline 87, and the sharply dissected and undulating sand dunes between this high ground, will afford excellent cover and concealment from ground observation and direct-fire weapons.

(b) Vegetation. The area has very little vegetation, with the exception of an area, bounded by north-south gridlines 67 and 73 and east-west gridlines 27 and 38, that contains small desert trees and shrubs. Very limited, if any, cover and concealment is provided by vegetation.

(c) Manmade features. The area contains very few manmade features which are capable of offering cover and concealment, with the exception of the small built-up area vic VU6023 and the sand berm on the east bank of the canal.

(2) Observation and fire.

(a) Weather conditions. Weather generally permits excellent air and ground observation. Occasional periods of blowing sand or dust will severely restrict vision, but will not normally be of long duration.

(b) Relief. Observation and fire from the dominate high ground east of north-south gridline 87 is excellent. The lack of relief in the desert provides good observation and fire of all organic weapons at maximum ranges.

(c) Vegetation. The area is generally devoid of vegetation; giving a general 450 meter horizontal visibility, with the exception of the scrub trees in the area formed by VU6528, 6838, 7138, and 6928, where visibility is limited to 100 meters.

(d) Manmade features. The built-up areas in the vicinity of grid squares VU6023 and 6013 do not significantly affect observation and fire.

(3) Obstacles.

(a) Relief. The terrain will not pose a major obstacle to tracked or wheeled vehicles. Sand dunes and escarpments with steep slopes can be easily bypassed. High ground in the eastern sector of the area can be traversed only at greatly reduced speeds.

(b) Vegetation. Vegetation in the area will pose little or no problem to vehicular movement.

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(c) Surface materials. Surface materials pose no significant obstacles to military operation in the area.

(d) Manmade features. Manmade features in the area are not considered obstacles, with the exception of the bank of the Suez Canal. The canal's six-foot, rock-reinforced walls and 60-foot sand berms will significantly delay any attacking force.

(4) Key terrain features.

(a) Mitla Pass (VU9021). This pass controls the primary enemy avenues of approach into the southern part of the division area of operations (AO).

(b) Generally the entire complex of high ground east of north-south gridline 90 (especially vicinity of Gebel Abu Katira, Gebel Abu Halman, Nugrat el Rih, Gebel Umm Sabil, and Dabbat el Hagg) controls all approaches into the area and provides excellent observation and fire.

(c) Shu'eifat el Hagg (VU8029). This terrain controls the trails into the area and provides good observation and fire.

(d) High ground vicinity of ED DABA'LYA, Shu'eifat el Hagg, and DARB MAB'UK. These areas provide good observation and fire and control road and trail approaches into the area.

(5) Avenues of approach.

(a) Available to the enemy.

1. Avenue of approach RED (VU590225) - (VU7223) - (VU9120) - Mitla Pass. This approach is wide enough for at least one division with adequate dispersion. It leads almost directly to key terrain features, crosses few obstacles, and has good trafficability. Terrain, vegetation, and manmade features west of the canal will pose no problems to enemy forces. Vegetation and populated areas on the west bank of the canal, opposite avenue of approach RED, will serve to hamper ground detection of the approaching enemy.

2. Avenue of approach PINK (5929) - (7530) - (9036). This approach is wide enough for at least one division with adequate dispersion. It leads to the Giddi Pass, crosses few obstacles, but does not have a high-speed avenue of approach. The west bank offers less cover and concealment for approaching forces than does avenue of approach RED.

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(b) Available to the 52d Inf Div (M).

1. Avenue of approach BLUE (VU880209) - paralleled HW33 - (VU5923) - (VU4823) - paralleled HW33. This approach is wide enough for one division with adequate dispersion. Trafficability is good, with major segments of this avenue on or paralleling HW33. The canal will pose a major obstacle.

2. Avenue of approach BLACK (VU9037) - (VU7732) - (VU6031) - (VU5631) - paralleled HW44. This approach is wide enough for at least one division with adequate dispersion. Trafficability is good; however, no highway is available prior to reaching HW44 on the west side of the canal. The canal will pose a major obstacle.

b. Combat Service Support.

(1) Personnel. The Republic of Sinai will provide a civilian labor force to unload ships and aircraft at the point of debarkation.

(2) Logistics. The sparsely built-up area will not significantly affect logistics operations. The sand and dust will cause significant maintenance problems. Potable water is not generally available in the division anticipated area of operation.

(3) Civil-military operations. Due to the lack of civilian populace in the immediate area, there should not be any interference with military operations. Small bands of dissidents could, however, disrupt local operations.

4. EFFECTS OF CHARACTERISTICS OF THE AREA

a. Effect on Enemy Courses of Action.

(1) Effect on Abar attack.

(a) The Suez Canal will significantly delay enemy offensive operations into the Republic of Sinai.

(b) Excellent visibility and weather will allow use of artillery resources to the maximum.

(2) Effect on enemy air. Weather favors use of tactical air by both forces.

(3) Effect on enemy electronic warfare (EW) operations. The flat terrain favors his use of jamming to negate the effect of our communications and surveillance systems.

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GIBBONEY (RICHARD A) ASSOCIATES INC KENSINGTON MD
THE APPLICATION OF DUTY MODULES TO THE FRONT-END
DEC 78 M R WALLI

MD F/G 5/9
D ANALYSIS OF TH--ETC(U)
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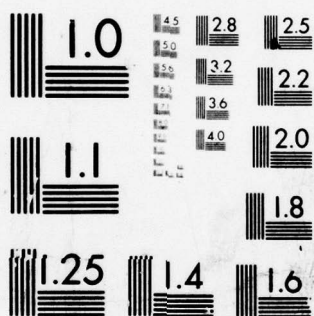
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b. Effects on Friendly Courses of Action.

(1) The best area for a friendly defense is the high ground east of north-south gridline 87. West of the 87 gridline, the terrain is basically flat with few defensible positions other than the canal itself.

(2) Weather and terrain favor defense in that any enemy movement can be observed. Continued dry weather will have no effect on already good trafficability.

(3) Tac air and Army aviation can be exploited to the maximum.

(4) The steep banks of the Suez Canal will delay attacking enemy forces from 2 to 4 hours. The banks on the east side of the canal, in their present state, cannot be negotiated by enemy tracked or wheeled vehicles. Enemy engineers will be forced to prepare exit positions on the east bank. The depth of the canal will prohibit enemy forces from snorkeling tanks across. Crossing by tanks can only be accomplished by means of bridges or rafts.

Acknowledge.

JONES
MG

OFFICIAL:
/s/Stepaniak
STEPANIAK
G2

Distribution: A

(Classification)

(Classification)

G2 Section, 52d Inf Div (M)
Fort Bragg, North Carolina
211100 April 197__
VU 1

INTELLIGENCE ESTIMATE NO 1

Reference: Map Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A,
1:50,000.

1. MISSION.

To assist the Republic of Sinai in maintaining joint control of the Suez Canal, an international boundary.

2. THE AREA OF OPERATIONS.

a. Weather.

(1) From 30 May to 15 June 197__, weather will be clear. Temperatures will range from 70° to 95° F. Surface winds from the south at velocities of 3 to 5 knots. Minimal cloudiness with no precipitation predicted. Atmospheric pressure averages 980 millibars. This will not have an adverse effect on military flight operations. ~~New~~ moon, 24 June.

(2) Light data. See Analysis of the Area of Operations No. 1.

(3) Effect on enemy courses of action. Excellent visibility and weather will permit artillery resources to be used to the maximum. Weather favors the use of Tac air by both sides.

(4) Effect on friendly courses of action. Clear weather favors the defense, as enemy movement can be easily detected. Tac air and artillery can be used to the maximum. Continued dry weather will have no effect on already good trafficability. Lack of sufficient rainfall and water sites will impact on CSS engineer effort to provide potable water.

b. Terrain.

(1) Existing situation.

(a) Cover and concealment. The terrain slopes down from north-south gridline 87 to the Suez Canal in varying formations of sand dunes. This entire area affords only a slight degree of cover and concealment. The high ground east of north-south gridline 87, and the sharply dissected and undulating sand dunes between this high ground, will afford excellent cover

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and concealment from ground observation and direct fire weapons. Very limited, if any, cover and concealment is provided by vegetation.

(b) Observation and fires. From the high ground east of north-south gridline 87, observation and fires are excellent. The lack of relief west of the 87 gridline generally permits flat trajectory fires from organic weapons at their maximum range. Vegetation in the vicinity of VU7030 limits visibility to approximately 100 meters.

(c) Obstacles. The terrain will not pose a major obstacle to tracked or wheeled vehicle movement. Sand dunes and escarpments can be bypassed easily. High ground in the eastern sector must be traversed at greatly reduced speeds. Vegetation in the area is not considered an obstacle. The Suez Canal is the major obstacle in the area. Above the water level the canal banks have a six-foot reinforced vertical rock wall, with a 60-foot sand berm above the wall. The canal will significantly delay any attacking ground force.

(d) Key terrain features.

1. The Mitla Pass controls the primary enemy avenue of approach into the southern sector of the division area of operation (AO).

2. Generally, the entire complex of high ground east of north-south gridline 90 controls all approaches into the area and provides excellent observation and fire.

3. Shu'eifat el Hagg (VU8029) controls the use of trails in the area and provides good observation and fire.

(e) Avenue of approach.

1. Available to the enemy.

a. Avenue of approach RED (VU590225) - (VU7223) - (VU9120) - Mitla Pass. This approach is wide enough to accommodate at least one division with adequate dispersion. It leads almost directly to key terrain features, crosses few obstacles, and has good trafficability. Terrain, vegetation, and manmade features west of the canal will pose no problems to enemy forces if avenue of approach RED is used. Vegetation and populated areas on the west bank of the canal, along avenue of approach RED, will serve to hamper our ground detection of the approaching enemy.

b. Avenue of approach PINK (5929) - (7530) - (9036). This approach is wide enough for at least one division with adequate dispersion. It leads to the Giddi Pass, crosses few obstacles, and does not have a high-speed avenue of approach. By using avenue of approach PINK, the west bank offers less cover and concealment for approaching forces than does avenue of approach RED.

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2. Available to the 52d Inf Div (M).

a. Avenue of approach BLUE (VU880209) - paralleled HW33 - (VU5923) - (VU4823) - paralleled HW33. This approach is wide enough for one division with adequate dispersion. Trafficability is good, with major segments of this avenue on or paralleling HW33. The canal will pose a major obstacle.

b. Avenue of approach BLACK (VU9037) - (VU7732) - (VU6031) - (VU5631) - paralleled HW44. This approach is wide enough for at least one division with adequate dispersion. Trafficability is good; however, no highway is available prior to reaching HW44 on the west side of the canal. The canal will pose a major obstacle.

(2) Effect on enemy courses of action.

(a) Effect on Abar attack.

1. The Suez Canal will significantly delay enemy offensive operations into the Republic of Sinai. Crossing time estimated to be between 2 and 4 hours.

2. Excellent visibility and weather will allow use of artillery resources to the maximum.

(b) Effect on enemy air. Weather favors use of Tac air by both forces.

(c) Effect on enemy EW operations. The flat terrain favors his use of jamming to negate the effect of our communications and surveillance systems.

(3) Effects on friendly courses of action.

(a) The best area for a friendly defense is the high ground east of north-south gridline 87. West of the 87 gridline, the terrain is basically flat with few defensible positions other than the canal itself.

(b) Weather and terrain favor the defense in that any enemy movement can be observed. Continued dry weather will have no effect on already good trafficability.

(c) Tac air and Army aviation can be exploited to the maximum because of almost unlimited flying weather and visibility.

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(d) The steep banks of the Suez Canal will delay attacking enemy ground forces from between 2 to 4 hours. The banks on the east side of the canal, in their present state, cannot be negotiated by tracked or wheeled vehicles. Enemy engineers will be forced to prepare exit positions on the east bank. The depth of the canal will prohibit enemy forces from snorkeling tanks across.

c. Other characteristics.

(1) The area east of the canal is sparsely populated with no major built-up area. A small settlement is located at VU605233.

(2) Political stability generally exists in the Republic of Sinai. A majority of the citizens of the Republic of Sinai are loyal to their government and will actively support the introduction of US troops. Small bands of dissidents have been reported; however, only a very small part of the Republic of Sinai population is sympathetic to the Abar cause and would support or hide the terrorists.

3. ENEMY SITUATION.

a. Disposition. Annex A (Situation Overlay).

b. Composition. Enemy forces opposing the 52d Inf Div (M) are the 6th Motorized Rifle Division and the 17th Motorized Rifle Division, which are assigned to the 11th Combined Arms Army (CAA).

c. Strength.

(1) Committed forces. 52d Inf Div (M) is opposed by approximately six motorized rifle regiments and two tank regiments, which are supported by 25 battalions of artillery (three 152mm gun how battalions, eleven 122mm how battalions, two multiple rocket launcher battalions, two FROG battalions, six 120mm mortar battalions, and one 130mm gun battalion), two antitank artillery battalions and two antitank missile battalions.

(2) Reinforcements. Enemy forces will be capable of reinforcing his committed forces with one unidentified motorized rifle division located vic VU0924 and/or the 26th Tank Division, believed to be located vic VU1031. These forces represent the 11th CAA Second Echelon.

d. Recent and present significant activities.

(1) On 1 April 197_, a large contingent of forces from Pakland, estimated to be a reinforced motorized rifle division, was deployed to the Kingdom of Abar to assist the military government in gaining complete control of the Suez Canal.

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(2) On 10 April 197_, the Kingdom of Abar fully mobilized its armed forces under the guise of a yearly training exercise.

(3) The Kingdom of Abar conducts daily reconnaissance flights along the west bank of the Suez Canal. Republic of Sinai air space has not been penetrated at this time.

(4) Side looking airborne radar (SLAR) and photo interpretation readouts indicate little movement on the west bank of the canal, but large amounts of movement, troop concentrations, and equipment stockpiles within 50 kilometers of the canal.

(5) On 15 April 197_, the Kingdom of Abar deployed an estimated motorized rifle battalion to Port Taufiq, vic VU585130, in an attempt to interdict all sea traffic entering the Suez Canal from the Gulf of Suez.

(6) Small groups of dissidents operating on the east side of the Suez Canal have been conducting sabotage operations against the military forces of the Republic of Sinai.

e. Peculiarities and weaknesses. The only discernable weakness of the enemy force is his inability to move undetected from his staging area to the Suez Canal. Electronic collection efforts will be capable of providing early warning of large-scale movements.

4. ENEMY CAPABILITIES.

a. Enumeration.

(1) Attack with an estimated eighteen motorized rifle battalions, six tank battalions, supported by all available artillery and air.

(2) Harass the Republic of Sinai forces manning defensive positions along the Suez Canal by artillery and/or local guerrilla attacks.

(3) Abar can take no military action against the Republic of Sinai.

b. Analysis and discussion.

(1) The following intelligence indicators point to a coordinated attack across the Suez Canal.

(a) Pakland deployed an estimated motorized rifle division to assist the Kingdom of Abar in gaining control of the Suez Canal. Pakland forces have not been committed as of this time.

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(b) Kingdom of Abar fully mobilized its armed forces.

(c) Daily reconnaissance flights are conducted along the west bank of the canal.

(d) Reported large scale movements, troop concentrations, and stockpiling of equipment within 50 kilometers of the canal.

(2) There is no reason to believe the Kingdom of Abar will carry out harassment-type activities against the Republic of Sinai.

(3) With the number of intelligence indicators pointing to an attack and the massive preparation for an attack by the Kingdom of Abar, it is likely that they will attempt a coordinated attack against the Republic of Sinai.

(4) The Kingdom of Abar will be capable of launching a full-scale coordinated attack against the Republic of Sinai within the next 15 to 20 days.

(5) In order for the Kingdom of Abar to gain complete control of the Suez Canal, it must first effectively disrupt and/or destroy the functioning government of the Republic of Sinai. In order for the military forces of the Kingdom of Abar to accomplish this, they must open main supply routes for their military forces and equipment into the major population centers of the Republic of Sinai. Within the anticipated area of operation of the 52d Inf Div (M), we have two main supply routes which the enemy must control. The first is Highway 33 and the Mitla Pass, which is in the 1st Brigade sector. The second is the unidentified highway into the Giddi Pass in the 2d Brigade sector.

5. CONCLUSIONS.

a. Enemy forces will conduct a coordinated attack within the next 30 to 45 days across the Suez Canal within the anticipated area of operation of the 52d Inf Div (M).

b. The enemy will probably commit elements of the 17th Motorized Rifle Division, using avenue of approach RED, in an attempt to gain control of the Mitla Pass.

c. The 6th Motorized Rifle Division will probably be committed in the northern sector of the division's area of operation, using avenue of approach PINK, in an attempt to gain control of the Giddi Pass.

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d. Vulnerabilities.

(1) Clear weather and flat terrain will prevent undetected movement by large concentrations of enemy forces.

(2) Clear weather permits full utilization of friendly air and artillery.

(3) The banks of the Suez Canal will delay advancing enemy troops between 2 and 4 hours.

(4) The enemy is vulnerable to friendly EW operations to negate the effect of communications and surveillance systems.

Acknowledge.

JONES
MG

OFFICIAL:
/s/Stepaniak
STEPANIAK
G2

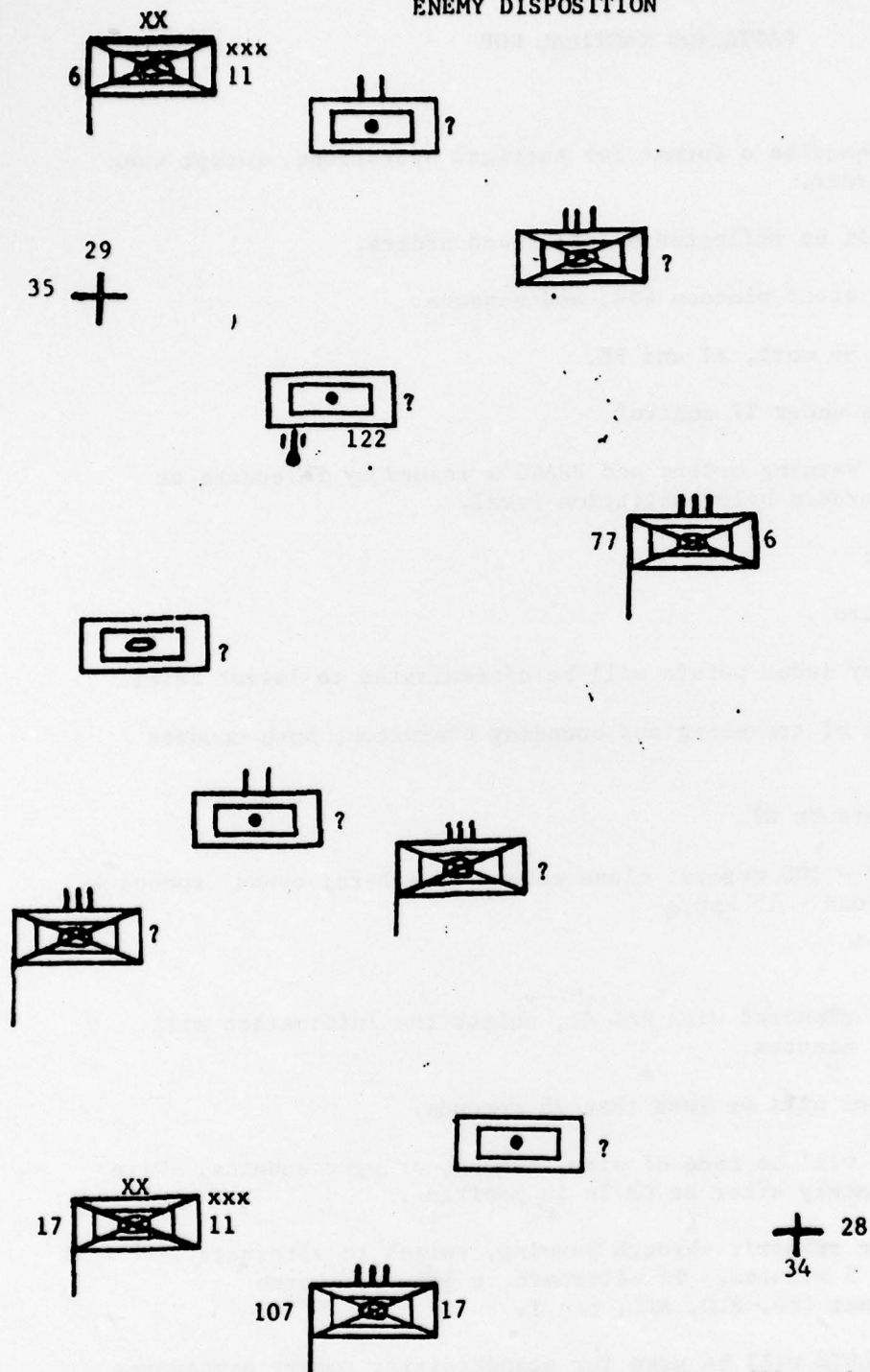
Annex: A - Situation Overlay

Distribution: A

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ANNEX A (SITUATION OVERLAY) TO INTELLIGENCE ESTIMATE NO 1

ENEMY DISPOSITION



COMBINED ARMS TACTICAL TRAINING SIMULATOR ANNEX A (Situation Overlay) to Intelligence Estimate No. 1, G-2 Section, 52d Inf Div (M), Reference: Map Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A, 1:50,000.

BATTALION TACTICAL SOP

1. General:

a. Purpose: To prescribe a format for tactical operations, except when modified by battalion order.

b. Organization will be reflected by plans and orders.

(1) S2 employs scout platoon GSR, and sensors.

(2) S3 employs hv mort, AT and RE.

(3) Attachments under TF control.

c. Combat orders: Warning orders and FRAGO's issued by FM secure or messenger. No written orders below battalion level.

2. Tactical Operations:

a. Command and control.

(1) Reference or index points will be disseminated to lowest level.

(2) Maximum use of traveling and bounding overwatch, both mounted and dismounted.

(3) CSC alternate Bn CP.

(4) Open column - 100 meters; close column 25 meters; convey speeds - hardball - 25 kph; off road - 15 kph.

b. Signal.

(1) All numbers ciphered with KAL 61, unless the information will become obsolete after 10 minutes.

(2) Transmissions will be less than 25 seconds.

(3) Maximum use will be made of wire, runner, or pyrotechnics. Wire teams will deploy immediately after Bn CP is in position.

(4) If unable to transmit through jamming, switch to alternate assigned frequency after 5 minutes. If alternate is jammed, search frequencies for an open net (FO, ALO, A/L, etc.).

(5) Key word SALUTE will be used for standardizing report procedures.

c. Fire Support.

(1) Arty/Mortars:

- (a) Co/Tm Cdrs are FSCoord's for their units.
- (b) Units without Arty FO's use Arty Cmd Fire Net for requesting field artillery fires.
- (c) 4.2 in mortar fire will be controlled by Bn FSO.
- (d) Toxic chemical munitions employed only with approval of Div Cdr.
- (e) Air corridors will be established to maximize FA and close air support.
- (f) Location of friendly units will be passed to the FSO.

(2) Close Air Support:

- (a) Request for immediate strikes to S3: Give target location, description and latest TOT for target. NOTE: Give prominent terrain feature, when aircraft locates area, mark location with smoke, panel markers, mirrors, etc.

(3) Recce: Bn initiate request over RATT or FM secure to Bde S2.

d. Passage of Lines: Coordination will include, as a minimum, fire support, barrier, combat service support, recognition signal, unit locations, and routes.

3. Combat Service Support:

a. S4 is log operator and supervisor of cbt and fld tns. Located at cbt tns

- (1) Unit distribution except spare parts and major end items.
- (2) Units carry 3 days MCI.
- (3) Refuel vehicles during darkness, prior to movement and on-call.
- (4) Maintain basic load of Cl V. Resupply request to S4.

b. Evac vehicles to Bn maint col point.

- (1) Repair at lowest level, limited cannibalization authorized.

c. Bn evacuates casualties from Co Aid Station (emerg by aero-med).

(1) Aero-med request on A.L net to S1 (emerg only).

d. Discipline, law and order.

(1) Personnel pending trial remain in unit.

(2) All civilian establishments "Off-limits."

e. Graves registration. Evac deceased (separate en and friendly) to cbt tns. (Personnel effects remain with body).

f. Reports:

(1) SITREP's will be used when units are in contact, reporting O/H strength for personnel and major end items. An immediate report will be sent whenever any platoon size unit reaches 50%.

(2) Request resupply as necessary.

(3) Summary reports submitted as of 2000 hrs daily.

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Copy no _____ of _____ copies
1st Bde, 52d Mech Div
WU185245
030500B 197__
ABQT

OPORD 3

Reference: Map Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A,
1:50,000.

Time Zone Used Throughout the Plan: BRAVO.

Task Org:

TF 2-4	TF 2-76	Bde Con
2-4 Armor (-)A Co	2-76 Mech (-)	7-50 FA (155,SP) (DS)
C/2-77 Mech	C/2-5 Armor	A/2-452 ADA (C/V) (DS)
C/1-23 Cav		A/52 Engr (DS)
		D/52 Engr (O?CON)
TF 2-5	TF 2-77	
2-5 Armor (-)	2-77 Mech (-)	
B/2-76 Mech	A/2-4 Armor	
C/2-76 Mech		

1. SITUATION

a. Enemy Forces.

- (1) Annex A (Intelligence).
- (2) Current INTSUM.

b. Friendly Forces.

- (1) 52d Inf Div (M) defends in sector from VT891940 to VU970460.
- (2) 3d Bde establishes a covering force and defends in sector from VT679927 to VU590107.
- (3) 2d Bde establishes a covering force and defends in sector from VU588260 to VU584380.
- (4) 2d Bn (8,SP), 618th FA, GSR 7-50 FA.

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- (5) 2d Bn (155,SP) 631st FA, Reinf 7-50 FA.
- (6) D/52 Engr, OPCON A/52 Engr.
- (7) 2d Bn, 430th ADA (Improved Hawk), GS 52d Div.
- (8) Elements 10th TAF support 1st Bde.

c. Attachments and Detachments. Task organization.

2. MISSION

1st Bde establishes a covering force from VU590107 to VU588260 along the Suez Canal NLT 052000 Jun 7__ and defends in sector from VU878100 to VU922307.

3. EXECUTION

a. Concept of Operation. Annex B (Operation Overlay).

(1) Maneuver. 1st Bde defends in sector employing three battalions abreast in the MBA: TF 2-77 in the south, TF 2-5 in the center and TF 2-76 in the north. The high ground north and south of the Mitla Pass is critical. TF 2-4 conducts covering force operations in the Brigade Sector from the Suez Canal to PL DOG to identify the enemy's main thrust, cause the enemy to deploy and effect maximum losses on enemy forces. To assist the passage of TF 2-4, TF 2-77 establishes BP 11 and TF 2-5 establishes BP 12 along PL DOG. In the CFA, only minimum combat forces should be located on the banks of the canal to maintain observation and maximum use of supporting fires and CAS will be used to attrite the enemy when he is in the canal. The cavalry should be used in an economy of force role commensurate with its inherent combat power. The CF will not become decisively engaged. On arrival PL DOG, TF 2-4 turns over the battle to MBA forces, releases C/1-23 Cav to Bde Control and with remaining forces becomes the Bde Reserve vic BA 13. On release to Bde Control, C/1-23 Cav relieves the southernmost TF 2-77 unit from VU878100 to VU867140 and defends in that sector. TF 2-4, as the Bde Reserve, prepares to reinforce, block or counterattack with priority to TF 2-77, TF 2-5, TF 2-76 in that order. Other uncommitted or lightly engaged forces must also be prepared for repositioning to counter enemy penetrations into defensive sector.

(2) Fires.

(a) Priority of field artillery and close air support initially to TF 2-4. Upon arrival of TF 2-4 at vic PL DOG, priority of field artillery and close air support to TF 2-77. Three 155-mm FPF's

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allocated to TF 2-77, two 155-mm FPF's to TF 2-5, and one 155-mm FPF to TF 2-76. TF 2-4 is allocated six priority targets (155-mm) during the conduct of the covering force mission from the Suez Canal to PL DOG. These priority targets will be planned on likely enemy avenues of approach in areas under visual or electronic observation (para 3g, Fire Support).

(b) Air Defense.

1. Priorities: Covering Force, Bde Trains, Bde Main CP, in that order.

2. 2/430 Hawk Btry locations initially vic VU798276, Index 129, Index 21; Bn CP vic Div CP.

(3) Obstacles. Employ obstacles in conjunction with weapons system positions to slow rate of arrival of enemy vehicles, hold them for short periods of time in selected killing ground and preclude their access to cover and concealment. Priority of obstacles to MBA units.

b. TF 2-4.

(1) Conduct covering force operations from Suez Canal to vic PL DOG.

(2) Submit detailed plan for passage into MBA and handoff of battle to Bde XO NLT 051400.
0600

(3) Release C/1-23 Cav to Bde Con at PL DOG.

(4) Be prepared to handoff battle to MBA units at PL DOG.

(5) Upon passage of FEBA occupy BA 13, revert to Bde Reserve, be prepared to counterattack, reinforce or block priority to TF 2-77, TF 2-5, in that order.

c. TF 2-5.

(1) Defend in sector from VU884207 to VU915255 NLT 050800 Jun.

(2) Occupy BP 12 to assist rearward passage of TF 2-4 NLT 050800 Jun.

(3) Be prepared to accept handoff of battle from TF 2-4 vic PL DOG.

d. TF 2-76.

(1) Defend in sector from VU915255 to VU922307 NLT 050800 Jun.

(2) Be prepared to accept handoff of battle from TF 2-4 at PL DOG.

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e. TF 2-77.

- (1) Defend in sector from VU878100 to VU884207 NLT 050800 Jun.
- (2) Occupy BP 11 to assist rearward passage of TF 2-4 NLT 050800 Jun.
- (3) Be prepared to accept handoff of battle from TF 2-4 vic PL DOG.
- (4) Occupy from VU878100 to VU867140 with one mech company until relieved by C/1-23 Cav or on order.

f. C/1-23 Cav. Upon passage of PL DOG revert to Bde Control and defend from VU878100 to VU867140, relieving TF 2-77 element in that sector.

g. Fire Support.

(1) Field Artillery.

(a) General.

1. Priority of fires to TF 2-4, o/o 2-77.
2. Counterfire priorities: Enemy mortars and field artillery affecting friendly FA units and friendly maneuver units.

(b) Organization for Combat.

1. Task organization and para 1b.
2. Displacement of 2-618 FA will be directed by Cmdr, 7-50 FA.

(c) Special Instructions.

1. Arty will not fire on tgts of less than 3 tanks or BMPs.
2. No more than 40% of CSR will be expended to support covering force operation.
3. 7-50 FA and 2-631 FA will each provide three 155-mm FPFs to 1st Bde.
4. Priority tgts will be coordinated by 7-50 FA.

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(2) Close Air Support.

(a) General.

1. 52d Mech Div is allocated 50 CAS sorties per day.
2. Allocations are based on a 24-hour period beginning

051800.

(b) Allocation.

1. CAS sorties have not been allocated to Bde.
2. 1st Bde anticipates 12-16 CAS sorties per day.

(c) Special Instructions.

1. Groups of armored vehicles less than 10 are not good CAS targets.
2. Response time: Strip alert - 40 to 40 minutes
Air alert - 5 minutes
3. DASC located at 52d Mech Div CP.

(3) Fire Support Coordinating Instructions.

(a) Initial FSCL is west bank of Suez Canal. FSCL will be revised as needed by Cmdr, 52d Mech Div.

(b) CFL will be established and revised as needed by Cmdr, TF 2-4, during conduct of the covering force mission. When TF 2-4 arrives PL DOG, CFL will be revised as needed by Cmdr, 1st Bde.

h. A/2-452 (C/V) (SP).

- (1) A/2-452 (-) located with Bde CP.
- (2) 1/A/2-452 (Vul) (SP) supports TF 2-4, o/o Bde Tns, o/o Bde CATK.
- (3) 2/A/2-452 (Vul) (SP) priority Bde Tns; o/o support covering force.

i. Engr.

- (1) Provide Engr Spt consisting of at least two plts to TF 2-4.

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(2) Priority to TF 2-77, TF 2-5, TF 2-76 in that order.

(3) Provide task support to maneuver/fire units in sector, priority to counter mobility, survivability and mobility operations, in that order.

j. Coordinating Instructions.

(1) Enemy targets west of the Suez Canal (international boundary) will not be engaged until authorization to fire has been granted by Cmdr, 52d Mech Div; or unless enemy fire begins to inflict damage on friendly forces. Covering force report engagement immediately to this HQ.

(2) Report crossing phase lines.

(3) Be prepared to accept attachment of unengaged divisional/brigade forces.

(4) Be prepared to release unengaged forces.

(5) Units will coordinate passage of covering force elements thru FEBA.

(6) Units will maintain listening silence east of the FEBA until handoff of battle from TF 2-4 or o/o this HQ.

(7) Priority of movement on Hwy 33 to TF 2-4 from 051600 Jun to 052000 Jun.

(8) Report primary and alternate GSR locations to Bde S2.

(9) RSF overlay of active minefield obstacles and barriers in sector to be issued.

(10) RSF forces will clear covering force area NLT 051800 hrs.

(11) Priority of movement along road (VU617138-660102-795100) to RSF forces 051200 to 051800.

(12) No direct coordination with RSF forces authorized; Div LNO will handle all required coordination.

(13) All civilians have been evacuated from Bde sector by RSF.

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4. SERVICE SUPPORT

a. General. Annex C (Service Support).

b. Material and Services.

(1) Supply.

(a) Bde Tns vic WU155240 initially.

(b) Cl III. Fuel allocation may be required.

(c) Cl V.

1. ASP initially vic WU200235.

2. CSR: TOW-9; Dragon-6; Law-.3/man/day.

3. MSR for 81mm and 4.2 to Bde S-4 ASAP.

(d) Cl VII. Replacement cannot be expected prior to 48 hrs from loss.

(2) Services.

(a) Bath, clothing and wash point located at brigade trains.

(b) Priority of maintenance initially to MBA units.

(c) Evacuate nonoperable equipment to MSR.

(d) Water point vic WU165232.

(3) Personnel

(a) Fwd Div PW collection point at brigade trains.

(b) Critical personnel shortages will be reported immediately.

5. COMMAND AND SIGNAL

a. Signal.

(1) Current CEOI/CESI in effect.

(2) Bde C-E officer will assign spare frequencies. C-E officer located at Bde CP.

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(3) Signals for lifting artillery fire TBD.

b. Command.

(1) 1st Bde CP vic Terrain Index 54.

(2) Cmd Grp initially vic TI 99, will displace to TI 123 at 051800 Jun, operational by 052000 Jun.

Acknowledge.

DIXON
COL

OFFICIAL
/s/Robb
ROBB
S-3

Annexes: A-Intelligence
B-Operation Overlay
C-Service Support
D-Obstacles (omitted)

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Annex A (Intelligence) to Operation Order 3 - 1st Bde, 52d Mech Div

References: Map, Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A.

Time Zone Used Throughout the Plan: BRAVO.

Task Organization: OPORD 3.

1. SITUATION:

a. Enemy Forces. (See Intel Estimate Number 1).

(1) Opposing forces can conduct extended reconnaissance and intelligence operations in the 1st Bde sector with the following assets:

(a) One divisional reconnaissance battalion.

(b) Opposing force agents operating within 1st Bde AO.

(c) Opposing force can conduct up to 30 air reconnaissance sorties per day, using modified MiG-25, -23, and -21 aircraft with photo, day/night SLAR and IR sensors; plus up to 10 sorties per day of SIGINT collection.

(2) Opposing forces will initially have air superiority.

b. Friendly Forces. (See basic OPORD, Friendly Forces).

c. Attachments and Detachments. (Task organization).

2. MISSION:

1st Bde intelligence collection assets will support the brigade covering force and defense of the Mitla Pass. Priority mission is to determine location, time, and size of opposing force conducting offensive operations in the brigade AO, and to enhance subsequent maneuver, indirect fire, and air support.

3. EXECUTION:

a. Concept of Operation.

(1) Maneuver. Basic OPORD.

(2) Fires. Basic OPORD.

(3) Air support. Basic OPORD.

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(4) Intelligence. 52d Mech Div will utilize PHOTINT, HUMINT, and electromagnetic intelligence collection assets to detect initial opposing force movement toward the Republic of Sinai and to determine the main supporting attack of the 6th, 17th, one unidentified Mtz Rifle Div, and the 26th Tank Div. Prior to the initiation of hostilities, surveillance will consist entirely of passive observation. Priority of surveillance will be directed at avenues of approach into the division sector.

b. Subordinate Unit Support.

(1) All battalions in contact.

(a) Conduct aggressive intel collection activities within your respective AO to include maximum use of observation and listening posts, and combat/reconnaissance patrolling.

(b) Report all information on opposing force activity obtained through contact with local civilians and refugees.

(c) On initiation of hostilities, actively seek to identify opposing forces in contact through initial field interrogation of PW's, captured documents, and equipment.

(d) Provide timely estimates as to the size/location of opposing forces in the brigade sector.

(e) Report locations of opposing force air defense systems.

(f) Report locations of opposing force command posts.

(g) Locate and support type and size of opposing force minefields.

(2) TF 2-77. Priority of surveillance and intelligence collection to those avenues of approach into your sector. Special emphasis should be placed on Hwy 33 the high speed avenue of approach into the Mitla Pass.

(3) TF 2-5. Priority of surveillance and intelligence collection to those avenues of approach into your sector. Special emphasis should be placed on Hwy 33 the high speed avenue of approach into the Mitla Pass.

(4) TF 2-76. Priority of surveillance and intelligence collection to those avenues of approach between VU910240 and VU923295. Special emphasis should be placed on Wadi el Hagg.

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(5) TF 2-4. Priority of surveillance and intelligence collection between VU590107 and VU588260. Emphasis on possible canal crossing sites between VU596210 and VU588260.

(6) C/1-23 Cav. Upon release from TF 2-4 and occupation of MBA sector, report ground or aerial reconnaissance in the vicinity of your sector. Priority of surveillance and intelligence collection to those avenues of approach into your sector.

(7) 7-50 FA (DS).

(a) FO's attached to elements of 1st Bde will report size and location of opposing force troop concentrations in sector. Priority to tanks and motorized rifle formations in that order.

(b) All known and suspected locations of opposing force artillery units acquired through counterbattery surveillance will be reported to the brigade TOC as soon as possible. Priority to self-propelled artillery.

(8) A/2-452 (C/V) (DS). Report to the brigade TOC the type, location, and activity of all opposing force aircraft.

(9) A/52 Engr (DS).

(a) Report location, type, and size of opposing force aerial-implanted (air or artillery delivered mines).

(b) Report location of all manmade/natural obstacles by type and extent of geographic area covered. Priority to main supply routes (Hwy 33).

(c) Report all instances of opposing force attempts to sabotage main supply routes within or adjacent to the brigade sector.

c. Coordinating Instructions.

(1) Subordinate units will submit surveillance/reconnaissance plans.

(2) Lateral coordination of surveillance and intelligence data is authorized and encouraged.

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(3) Priority of intelligence collection effort at subordinate unit level is:

- (a) To brigade.
- (b) To adjacent units.
- (c) To others.

4. SERVICE SUPPORT:

a. Sensor availability will be reported to the brigade S-2 on a 12 hour basis.

b. Collection system availability of less than 75% will be immediately reported through command channels.

5. COMMAND AND SIGNAL: Current CEOI in effect.

(Classification)

Annex C (Service Support) to OPORD 3 (Annex J, OPLAN 3-52d Mech Div)

Reference: Map, Egypt (Sinai), 1:50,000, Little Bitter Lake, USACGSC 50-259A, Egypt (Sinai), 1:50,000, Mitla Pass, USACGSC 50-260A

1. GENERAL

This annex provides for combat service support (CSS) to 52d Mech Div east of Suez Canal. Division is supported by elements of 10th COSCOM. Corps ammo and POL supply points will be located in the division area. DISCOM will provide Class I support to all nondivisional units operating in the division sector. Appendix I (CSS Overlay).

2. MATERIAL AND SERVICES

a. Supply.

(1) C1 I.

(a) Supply point distribution for units in division support area; unit distribution to brigade trains area.

(b) All units maintain 3 days operational rations (MCI).

(c) Water point (WU155240).

(2) C1 II. Priority to 1st Bde.

(3) C1 III.

(a) SUPPT 506, C1 III (TBD).

(b) Fuel allocations will be published when required.

(4) C1 IV. Priority of obstacle/fortification material to 1st Bde.

(5) C1 V.

(a) ASP 904, (WU118225).

(b) ASP 905, WU200235.

(c) CSR: TOW: 9; DRAGON: 6; LAW: .3/man/day.

(6) Requests for emergency resupply will be submitted through operations/intelligence channels.

(Classification)

(Classification)

(7) All RICC 1 and 2 items will be 100 percent operationally ready initially.

b. Transportation.

(1) Main roads are two-way, hard-surfaced; secondary roads, one-way.

(2) Two-way traffic on all MSR's.

(3) Obstacle material less scatterable mines will be throughput on corps transportation direct to engineer work sites.

(4) In the event units cannot effect supply point distribution of C1 V due to extended distances, request transportation through division transportation office.

c. Services. (CEB schedules TBA).

d. Maintenance.

(1) Priority of support to 1st Bde initially.

(2) Priority of automotive mobile maintenance contact teams to:

(a) Tanks/armored assault vehicles.

(b) SP howitzers.

(c) Other tracked vehicles.

(d) Wheeled vehicles.

(3) Controlled cannibalization may be performed within authorized maintenance categories. Maximum effort will be placed on immediate evacuation of unserviceable battle damaged assets.

3. MEDICAL EVACUATION AND HOSPITALIZATION

a. Evacuation.

(1) 8007th Med Amb Co (TBD) supports 52d Mech Div.

(2) 8000th Med Air Amb Co (TBD) supports 52d Mech Div.

(3) Maximum use of aeromedical evacuation for urgent and priority categories of patients.

(Classification)

(Classification)

(4) Maximum use of ground evacuation for routine categories of patients.

(5) Use nonmedical means for patient evacuation only when mission accomplishment is affected or delay would significantly endanger patient's life.

b. Hospitalization.

(1) 8091st Cbt Spt Hosp (TBD).

(2) 824th Evac Hosp (TBD).

c. Miscellaneous.

All medical facilities forward of div rear boundary will be camouflaged.

4. PERSONNEL

a. Submit emergency requisitions when battalion-sized or larger units fall below 50 percent of authorized strength.

b. Reports submitted IAW Div SOP.

c. Guards delivering enemy PW's to PW collecting points remain under control of PM until released.

d. Civilian establishments off-limits unless approved.

e. Isolated or mass burials authorized by div commander only.

f. Curfew: 2000-6000.

g. Speed limit 64 KMPH (40 MPH) on open highways.

h. Incidents involving injuries to civilians and/or damage to civilian property will be reported to the main CP expeditiously.

5. CIVIL MILITARY COOPERATION (Omitted)

(Classification)

(Classification)

6. MISCELLANEOUS

- a. Div rear boundary is Corps Light Line.
- b. Div chaplain located at DSA.
- c. Emergency destruction of supplies and equipment authorized to prevent capture (except C1 VIII).

Appendixes:

- 1. CSS Operation Overlay
- 2. Traffic Circulation and Control Overlay (Omitted)

(Classification)

Copy _____ of _____ copies
HQ, 7-50 FA (155,SP), 52d Mech Div Arty
VU973217
050500B 197__
DS 233

FIELD ARTILLERY SUPPORT PLAN 3

Reference: Map Series Egypt (Sinai), Sheets USACGSC 50-259A and 50-260A, 1:50,000.

Time Zone Used Throughout the Plan: BRAVO.

1. SITUATION

a. Enemy Forces.

- (1) Annex A (Intelligence), OPORD 3 - 1st Bde.
- (2) Current INTSUM.

b. Friendly Forces.

- (1) 52d Inf Div (Mech) defends in sector from VT891940 to VU970460.
- (2) 1st Bde establishes a covering force from VU590107 to VU588260 along the Suez Canal NLT 052000 Jun and defends in sector from VU878100 to VU922307, allows no penetration beyond Line HOLD.
- (3) 2d Bde establishes a covering force from VU588260 to VU584380 and defends in sector.
- (4) 3d Bde establishes a covering force from VT679927 to VU590107 and defends in sector.
- (5) 2d Bn (8,SP), 618th FA, GSR 7-50 FA.
- (6) 2d Bn (155,SP), 631st FA, Reinf 7-50 FA.

2. MISSION

7-50 FA, reinforced by elements of 52d Mech Div Arty, provides conventional artillery fires to support the operations of the 1st Bde.

3. EXECUTION

a. General.

- (1) Priority of fires to TF 2-4, o/o TF 2-77.

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(Classification)

(Classification)

(2) Counterfire priorities: Enemy mortars and field artillery affecting friendly FA units and friendly maneuver units.

b. Organization for Combat.

(1) 7-50 FA (155,SP): DS 1st Bde.

(2) Para 1b.

(3) Displacement of 2-618 will be directed by Cmdr, 7-50 FA.

c. Targets. Inclosure 1 (Target List).

d. Schedules. Inclosure 2 (Schedules).

e. Special Instructions.

(1) Arty will not fire on tgts of less than 3 tanks or BMPs.

(2) No more than 40% of CSR will be expended to support covering force operation.

(3) 7-50 FA and 2-631 FA will each provide three 155-mm FPFs to 1st Bde forces in MBA.

(4) TF 2-4 has been allocated six priority targets (155-mm) during the conduct of the covering force mission from the Suez Canal to Line DOG. 7-50 FA will coordinate the fires on these priority targets.

(5) Fire support coordination:

(a) Enemy targets west of the Suez Canal (international boundary) will not be engaged until authorization to fire has been granted by Cmdr, 52d Mech Div; or unless enemy fire begins to inflict damage on friendly forces.

(b) Initial FSCL is west bank of Suez Canal. FSCL will be revised as needed by Cmdr, 52d Mech Div.

(c) CFL will be established and revised as needed by Cmdr, TF 2-4, during conduct of the covering force mission. When TF 2-4 arrives Line DOG, CFL will be revised as needed by Cmdr, 1st Bde.

(6) Arty will displace after firing 10 missions at one location if enemy counterfire is inactive - after 3 missions if counterfire is active.

(Classification)

(Classification)

(7) One AN/MPQ-4 radar section attached to 7-50 FA. The radar set will be turned off until there is indication of enemy shelling.

(8) Registration restrictions.

(a) No more than one battery per battalion will conduct a registration after positions west of the 80 N-S gridline have been occupied.

(b) Registration options in sector are limited to offset registration and registration to the rear.

(c) All registration missions will be cleared with Cmdr, 7-50 FA prior to being conducted.

(9) Requests for fires to assist CAS strikes by target-marking, illumination, and SEAD will receive high priority.

(10) 7-50 FA will survey planned target locations within the defensive sectors of TF 2-77 and TF 2-5. 7-50 FA will also survey all 4.2 mortar locations within MBA of 1st Bde.

4. SERVICE SUPPORT

a. General. Current 52d Mech Div Arty and 7-50 FA SOPs in effect.

b. Material and Services.

(1) Class V, CSR:

(a) 155mm:

HE - 140
ICM - 100
HC - 20
WP - 10
ILL - 5

(b) 8 in:

HE - 90
ICM - 60

(2) Cmdr, 52d Mech Div Arty has authorized all field artillery battalions to prestock 30% of an additional basic load of ammunition.

(Classification)

(Classification)

(3) Initial ammunition prestockage location vic airfield VU973217.

5. COMMAND AND SIGNAL

a. Signal.

(1) Current CEOI/CESI in effect.

(2) All FOs and FSOs will initially operate in the Cmd/Fire Direction (CF) net in order to protect the F nets from exposure to enemy EW activities.

(3) F nets will be exposed only upon direction from 7-50 FA FDC, or in the event that the CF net is made inoperable by enemy jamming.

(4) No radio transmissions will be over 15 seconds in duration.

(5) Radio listening silence in effect for all FA units, forward observers, and liaison parties until contact with enemy is made.

b. Command.

(1) Bde FSO located with Bde CP.

(2) 7-50 FA CP location initially vic VU973217. CP will co-locate with C/7-50 upon displacement.

Acknowledge

DRILLER
LTC

OFFICIAL
/s/Lawton
LAWTON
S3

Inclosures 1. Target List (omitted)
2. Schedules (omitted)

(Classification)

BRIGADE STAFF UPDATE

The Brigade Order was issued to your Task Force at the Brigade CP, 041100 Jun. The following inclosure contains information that was not included in the basic order, but was presented by the Brigade Staff during the briefing.

1 Incl
as

CATTS-112
APRIL 1977

BRIGADE STAFF UPDATE

1. S-1.

a. Maintenance of Unit Strength.

(1) Strength Report. This report will be forwarded to Bde S-1 via RATT or messenger NLT 0830 hours daily. The report will be broken down by company and attached units separately.

(2) Projected Personnel Losses. Projected personnel losses will be estimated utilizing FM 101-10-1 and your analysis of the tactical situation. Submit them to Bde S-1 upon being notified of assigned mission. Updates to this estimate are important in determining the number of replacements to be requisitioned.

(3) Replacements. Individual replacements will not be immediately available. Unit replacements, with equipment, are available as division assets. Furthermore, division has assured us that individual replacements arriving during the next 3 weeks will be sufficient to offset our projected personnel losses.

(4) Casualty Reports. DA Form 1156 (Casualty Feeder Report) must be forwarded to Bde S-1 every 24 hours. The manner in which these forms are handled have direct impact on notification of next of kin, determination of LOD, payment of benefits, statistics gathering, etc.

b. Graves Registration. The collection and evacuation area is located in the vicinity of the Bde Tns.

c. Personnel Services.

(1) Leave and Passes. Only under emergency situations.

(2) Temporary Duty. Should hostilities ensue, the division will implement a R and R policy (in draft stage at this time).

(3) Postal Services. A mail pick-up time schedule will be provided to you within the next 24 hours. You will be responsible for collecting mail for your organic and attached units.

(4) Religious Services. Coordinate schedule for services and visits through Bde S-1.

(5) American Red Cross and Army Emergency Relief. Representatives are at the division rear echelon. All coordination will be made through Bde S-1.

(6) Awards and Decorations. The Division CG has requested the immediate implementation of an impact awards program. Deserving personnel will be identified, the appropriate award recommended and information concerning when, where, and how forwarded to Bde S-1 expeditiously.

(7) Insure that soldiers are provided with comfort items.

d. Health Services. Non-battle casualties are expected to be tripled due to the change in climate. It will take approximately 5 to 6 days before our soldiers will be acclimatized. Therefore, it is important that our soldiers consume an adequate amount of water. To encourage this consumption, water must be served at a temperature of 56° F or below, if possible.

e. Law and Order. Local private dwellings and businesses are off-limits to all soldiers. This will result in the probable reduction of accusations of pilferage and plunder. All civilian personnel have been evacuated by the Republic of Sinai forces.

f. Prisoners of War. The POW collection point is located at the Bde Tns. Units will provide guards to the POW collection point. Wounded POW's will be evacuated through medical channels, however, priority will be given to U.S. wounded. Notify Bde S-1 of any POW's placed in evac channels. All personal property found on POW's will be forwarded with the POW's to collection point.

2. S-2.

a. No change in enemy disposition that is shown in Annex A, Intell Estimate.

b. OPFOR opposite division sector is believed to be the 11th CAA (17th MRD, 6th MRD, and unidentified MRD).

c. There has been increased engineer and patrol activity on the west bank of canal. Small convoys have been reported moving down Hwy 33 halting near old ferry site (VU590225) and returning.

d. You can expect notification within 20 minutes of any large scale troop movement.

e. The primary avenue of approach into the Bde Sector is Hwy 33.

f. Opposing forces are at 100% strength. Morale is high with large amounts of pre-stocked ammo, food, water and POL.

g. OPFOR air recon missions along west bank of canal have increased within the past 24 hours.

h. Abar forces have the capability to employ nuclear as well as chemical and biological warfare. However, there are no indications that they plan to do so.

i. There has been no guerrilla activity in Bde Sector.

j. Abar logistics will initially present no problems. However, as the logistics tail is extended, resupply will be slowed as well as more vulnerable. Resupply is dependent on pontoon bridges across the Suez Canal. G-2 has assured me the bridges will be high priority targets.

k. Combat efficiency of OPFOR is expected to be high. Intense training in rear areas has been reported during the past several weeks. During the past 12 months Abar forces have conducted several large scale training exercises, the last one being just three weeks ago.

l. The Suez Canal will pose a major obstacle to advancing opposing forces. There is a 6' reinforced concrete wall extending above the water line along the Canal. In addition, there is a 60' sand berm with a 70% slope on top of the wall. The depth of the Canal will prevent T-62's from snorkeling across, but OPFOR BMP's can be expected to swim it without difficulty.

m. The G-2 estimates the opposing force main thrust by the 6th MRD and an unidentified MRD will be directed toward the Giddi Pass, and a strong supporting attack by the 17th MRD into the Mitla Pass.

n. You can expect the 17th MRD to initially cross the Canal with one MRR between VU595210 to VU587260.

(1) Expect an intense artillery prep initially on the crest of the berm. In addition to HE fire, expect smoke to be employed to cover the movement of forces across the Canal. The prep will be shifted to the east as forces enter and cross the Canal.

(2) The G-2 has identified 14 tank/sagger firing positions on the west bank of the Canal. Five of these positions are within our sector. They are located at VU586255, VU590230, VU591224, VU596190, and VU599162. Positions are 100' wide, and extend 30' above the top of the 60' sand berm. There are 60' sand berms on both the east and west banks of the Canal, and they extend from the Gulf of Suez to the Little Bitter Lake.

(3) Because of the obstacle the berm presents, we expect engineers to be initially employed across the Canal to clear openings in the berm. Infantry personnel will probably accompany engineers and support by fire from positions on top of the berm. Artillery prep on the berm will shift to the east as engineers and infantry move across the Canal.

(4) When east bank crossing sites are prepared, OPFOR will be channelized by cleared sites, except BMP's to swim the Canal.

(5) Initially BMP's across the Canal will establish hasty bridgehead and support by fire. The bridgehead will probably be expanded to VU710270, VU715230, VU712200, and VU703182.

(6) After the bridgehead is established, I expect the other two MRR's to pass through and continue the attack into the Mitla Pass.

(7) The MRD's first echelon will be composed of two MRR's and the 2d Echelon will probably be the attrited MRR which established the bridgehead. Expect as many as 80 T-62 tanks to lead the division's first echelon. Immediately behind the tanks expect 4 X MRB's (124 BMP) on line and immediately behind the 4 MRD's expect two additional MRB's.

o. Prior to an attack we expect an increase in air reconnaissance. We have experienced this in the past 24 hours.

(1) Primary targets for OPFOR air are artillery positions, AA systems, airfields, supply areas, troop concentrations and HQ locations.

(2) Expect aircraft to maintain low altitude ingress and egress in an attempt to fly under our radar controlled air defense systems. OPFOR pilots are trained to perform visual reconnaissance on all combat missions. It is imperative that we use camouflage to prevent visual detection of our defensive positions.

(3) OPFOR air strikes will come in two forms, interdiction and close air support. Interdiction missions are designed to strike deep into our rear areas. In fact, I expect interdiction missions to be launched against the MBA when and if a Canal crossing occurs. Close air support is used as an extension of their artillery and can be expected as close as 10KM in front of their advancing first echelon.

(4) Abar forces will have air superiority during the first 12 hours of hostilities, after which the USAF can expect to gain air parity with short periods of air superiority.

p. Air defense is characterized by numerous weapons systems arrayed in echelons. The mobile low altitude air defense weapons to be found in maneuver elements are the ZSU-23, SA-7, SA-9, and SA-8. These weapons are employed in depth and along the entire front. The SA-7 is organic down to company level. The ZSU-23 and SA-9 are organic to MR and tank regiments. Organic to CAA and deployed between the CAA, 1st and 2d Echelons are the medium altitude SA-4 and SA-6. This is normally between 25 and 40KM behind the line of contact. The Air Force can expect to encounter the towed 57mm AD Gun (S-60). The lack of mobility of this system accounts for its primary mission to provide AD to arty units, SAM sites, HQ elements, and rear service elements.

q. OPFOR will employ extensive electronic warfare. They are capable of DF, monitoring, and jamming. Jamming can be either spot or barrage type. If you are DF'd expect arty or air to be directed against your position. Our transmitters can be identified within 10 seconds - initial DF bearing can be obtained within 55 seconds. OPFOR, in open sources, state they can eliminate 50% of our electronic emissions by jamming or targeting; plus they expect to locate all Bn and higher HQs in 2-4 hours after hostilities begin. Recommend transmissions be short, not to exceed 25 seconds.

r. Weather:

- (1) Temp: Max 90°, Min 70°.
- (2) Precipitation: None predicted.
- (3) Fog: None predicted.
- (4) Winds: South 3 to 5 knots.
- (5) BMNT: 0404.
- (6) BMCT: 0435.
- (7) EECT: 1906.
- (8) EENT: 1938.
- (9) Moonrise: 0246.
- (10) Moonset: 1536.
- (11) Moon Phase: Full on 24 Jun.

s. Terrain.

(1) The terrain between the berm and the 70 NS gridline is flat with little or no vegetation. This provides good trafficability with the exception of the area within 2 to 3 KM of the Canal where underground water seepage has been reported. Apparently there is a 1½ inch crust of hard sand with soft moist sand underneath. Extensive movement of tracked vehicles may result in breaking the crust and causing vehicles to become stuck.

(2) West of the 70 NS gridline the terrain is characterized by slopes of varying degrees and sand dunes. This terrain will slow the opposing force movement rate, but will offer additional cover and concealment.

(3) Wadis in the area are dry and trafficable; however, the sides are generally steep and require vehicles to exit only at certain points or with engineer assistance.

t. Obstacles and Barriers. Sinai forces have emplaced minefields to the front of the Mitla Pass. An overlay has been provided. The terrain you are defending will impose a natural obstacle to an attacking force and will force the attacker to dismount.

u. UGS. No airdropped or artillery delivered UGS are available. We have a limited supply of hand emplaced UGS available. If you desire to use UGS, submit plan to me for approval and allow 4-6 hours for delivery.

v. Air Recce. Division will control all air recce coverage of the Division AO. Coverage will consist of SLAR, PHOTO, and Visual. Response time to the battalion of visual air recce observations will be 20-30 minutes. Photo processing time will be one hour after the platform off-loads film cannisters. Division imagery interpreters will provide to brigade an analysis of our AO as soon as possible thereafter. Division will accept recce requests only for specific locations and target areas. Division feels their general coverage of the Div AO is adequate.

w. Brigade EEI will be provided by RATT.

x. It is believed that the opposing force will launch a coordinated attack against our brigade within the next 12 hours. Opposing our brigade we can expect 9 MRB's and 7 tank battalions.

y. The Bde S-2 is available by landline to answer any further questions. Should you desire a face to face meeting, the Bde S-2 can be at your CP in R14 in 20-30 minutes.

3. S-3.

a. Your TF has been in its forward assembly area (vic WU105285) since 050200 Jun. MBA forces closed into position at 050800 Jun.

b. You will occupy CFA along Suez Canal NLT 052000 Jun. SP time 051600 Jun, vic VU073266; RP is terrain index 125.

c. 1/A/2-452 ADA (Vulcan Plt) will be DS to your TF, and will report to your CP in ~~WU~~ WU1028

d. Tm Anvil, consisting of two combat engineer platoons (1/A/52 Engr and 2/A/52 Engr) will be DS to your TF and will report to terrain index 125 at 052300 Jun 7. Tm will have normal TOE plus two bulldozers and a CEV for the CF operation. Tm is commanded by XO, A/52 Engr.

e. Covering force will not become decisively engaged; no time phasing required for delay.

f. 2/52 Mech Div is located to our north; 3/52 Mech Div is located to our south; TF 1-2 AR is covering force for 2d Bde; TF 1-80 M is covering force for 3d Bde.

g. ADA weapons control status is: TIGHT; air defense warning is: YELLOW.

h. Bde CP now located at terrain index 54; Bde Cmd Grp now at index 99, but will displace to index 123 at 051800 Jun, and be operational by 052000.

i. Landline has been laid by Bde to your CP in position ~~124~~^{W11028}, and also from Bde CP to index 96.

j. Bde Spare 1 is allocated for your use. Advise Bde S3 NLT 060200 Jun on how you intend to use the allocated spare frequency.

k. Division ADA priorities:

- (1) 1st Bde.
- (2) 2d Bde.
- (3) Div Airfield.
- (4) Division CP.
- (5) 3d Bde.
- (6) Discom.

l. Division ADA allocations:

- (1) 1 - C/V Btry (DS) to 1st Bde (2-V, 1-Ch).
- (2) 1 - C/V Btry (DS) to 2d Bde (2-V, 1-Ch).
- (3) 1 - C/V Btry (DS) to Div Airfield (2-Ch, 1-V).
- (4) 1 - C/V Btry (DS) to Div CP (2-Ch, 1-V).

m. 1st Bde ADA priorities and allocations:

- (1) Covering Force - 1/A/2-452 ADA (Vulcan) (DS); o/o Bde Tns; o/o Bde Atk.
- (2) Bde Trains - 2/A/2-452 ADA (Vulcan) (DS); o/o Spt Covering Force.
- (3) Bde Main CP - 3/A/2-452 ADA (Chap) (DS).

n. Bde S3 is available by landline to answer any further questions. Should you desire a face to face meeting, the Bde S3 can be at your CP in R14 within 20-30 minutes.

4. S-4.

a. Bde Tns is located at WU155240 as shown on CSS overlay. It contains Cl I, II, III, IV and VII supply points. Cl V ASP is at WU200235. Note that this ASP is well forward. It is a mini-ASP consisting of 1 NCO, 6 EM and a forklift. Major requirements will have to be filled through the supporting ASP, 40 K's to the rear of Bde Tns. The mini-ASP concept is to support the greater consumption rates of modern weapons. Both our weapons and OPFOR weapons fire more ammo due to faster rates of fire and longer engagement ranges - unfortunately a truck of X tons capacity can still carry only X number of tons, at no more than 16 K/hr cross country. Time/distance factors are critical in planning logistic support. CSS plans must be made in advance of the actual requirement, be well coordinated and flexible. In this regard, recommend that at least your bulk load of ATGM's be given to Co Tns. In this environment, you can expect 100% increase in usage factors for: engine oils, filtration systems and exposed bearing surfaces; a 50% increase in: anti-freeze to prevent boil over, and package POL.

b. We have tapped a 10 inch potable water pipeline laid by RSF. Water point is at WU165232. With your 2000 gallon capacity you'll have about 2½ gal/man on hand.

c. Any pre-stocks must be emplaced during darkness and camouflaged. No convoys on MSR during daylight without specific clearance from Bde HQ's and an air guard, once hostilities have been initiated.

d. Any attachments should come with their CSS support (POL, PLL, Cl I and V plus water trailer and recovery vehicle). Likewise, any attachments you lose must have their CSS slice. Be sure to check your attached units for CSS and coordinate their use and control.

e. Priority of maintenance to MBA units. DS contact teams are available upon request.

f. As a heavy division, we have very limited aviation assets. Should assets be required, notify Bde of what's needed, when, where, and how much. Every effort will be made to comply with your request.

g. CSR.

(1) Controlled supply rate (CSR): TOW-9; Dragon-6; LAW-.3/man/day.

(2) No CSR has been established for 4.2 and 81 Mort.

(3) CSR differs from ASR and replaces that terminology in concept. ASR's were established by logisticians telling tactical commanders what was available. CSR is established by tactical commanders telling logisticians what they require (RSR) and only in areas of shortfall is a CSR given. CSR should be the exception rather than the expected (as ASR has grown to be).

h. Request you provide RSR for 81 and 4.2 ASAP. You'll be notified if your RSR cannot be filled and a CSR established.

i. Reports in an intensive EW environment must be brief and relate to "Combat Power" rather than long, detailed reports of losses by type. The A/L nets are primary intel sources for OPFOR.

j. Bulk salting at water point is highly recommended. We experience great difficulty in getting our troops to take salt tablets. Since our water supply is de-salinated, salt is an imperative additive.

5. FSO.

a. Assignment of target numbers:

Bde FSO	AA001-100
Bn FSO's	
TF 2-4	AA101-300
TF 2-5	AA301-500
TF 2-76	AA501-600
TF 2-77	AA601-800
7-50 FA	AA801-999

b. Target list from Bde (5 targets) is attached.

c. Basic load data for FA units in sector will be issued.

d. 7-50 FA and 2-631 FA are equipped with M109A1 howitzers. 2-618 FA is equipped with M110 howitzers.

e. Your TF FSO is assigned F2.

f. All FO's with your TF are assigned to B/7-50. TF has 3 FO's at this time.

g. AN/MPQ-4A radar co-located with C/7-50.

6. ALO.

a. There have been 50 close air support sorties allocated to the division. For planning purposes, the brigade can anticipate being supported with 12-16 of these sorties as follows:

<u>A/C</u>	<u>C/S</u>	<u>BASE</u>	<u>CODE</u>	<u>WEAPONS LOAD MUNITIONS</u>
F-4E	SNAKE 01/02 03/04	Beersheba	A-1	4 AGM-65A Maverick + 20MM 2 MK 84 LGB

<u>A/C</u>	<u>C/S</u>	<u>BASE</u>	<u>CODE</u>	<u>WEAPONS LOAD MUNITIONS</u>
	SNAKE 11/12 13/14		A-2	8 MK 20 Rockeye + 20MM
A/7	VIPER 31/32 33/34	Hatserum	B-1	4 AGM-65A Maverick + 20MM
	41/42 43/44		B-2	6 MK 82 HD; 6 CBU-24 + 20MM

b. Weapons loads can be changed if needed; however, four hours must be added to the reaction time. Other munitions available are MK 82 LD, MK 83 LD, and CBU-2.

c. Response time: Strip alert - 30 to 40 minutes
Air alert - 5 minutes

d. CAS should be reserved for lucrative targets. Groups of armored vehicles less than 10 are not good CAS targets.

FA TARGET LIST

[illegible]

TROOP LIST

52D MECHANIZED DIVISION UNIT DESIGNATIONS

The major commands/organizations/units listed below are organized according to the combinations of battalions played in the CATTS exercise. In text (general and special situations, and supplemental material), short titles will be used. In combat orders, either short titles or the exercise abbreviation may be used; however, you must be consistent within the order. See FM 101-5, Example F-1, Remark 7, for example task organization.

SHORT TITLE	EXERCISE ABBREVIATION
HHC, 52d Mech Div	HHC/52d Mech Div
1st Bde, 52d Mech Div	1st Bde/52d Mech Div
2d Bde, 52d Mech Div	2d Bde/52d Mech Div
3d Bde, 52d Mech Div	3d Bde/52d Mech Div
HHIC, 3d Bde, 52d Mech Div	HHC/3d Bde/52d Mech Div
1st Bn (Mech), 77th Inf	1-77 Mech
1st Bn (Mech), 78th Inf	1-78 Mech
1st Bn (Mech), 79th Inf	1-79 Mech
1st Bn (Mech), 80th Inf	1-80 Mech
2d Bn (Mech), 76th Inf	2-76 Mech
2d Bn (Mech), 77th Inf	2-77 Mech
HHIC, 2d Bn (Mech), 77th Inf	HHC/2-77 Mech
Cbt Spt Co, 2d Bn (Mech), 77th Inf	Cbt Spt/2-77 Mech
Co A, 2d Bn (Mech) 77th Inf	A/2-77 Mech
Co B, 2d Bn (Mech) 77th Inf	B/2-77 Mech
Co C, 2d Bn (Mech) 77th Inf	C/2-77 Mech
1st Bn, 2d Armor	1-2 Armor
1st Bn, 3d Armor	1-3 Armor
2d Bn, 4th Armor	2-4 Armor
2d Bn, 5th Armor	2-5 Armor
HHIC, 2d Bn, 5th Armor	HHC/2-5 Armor
Cbt Spt Co, 2d Bn, 5th Armor	Cbt Spt/2-5 Armor
Co A, 2d Bn, 5th Armor	A/2-5 Armor
Co B, 2d Bn, 5th Armor	B/2-5 Armor
Co C, 2d Bn, 5th Armor	C/2-5 Armor
1st Sqdn, 23d Cav	1-23 Cav
HHIT, 1st Sqdn, 23d Cav	HHT/1-23 Cav
Trp A, 1st Sqdn, 23d Cav	A/1-23 Cav
Trp B, 1st Sqdn, 23d Cav	B/1-23 Cav
Trp C, 1st Sqdn, 23d Cav	C/1-23 Cav
Trp D, 1st Sqdn, 23d Cav	D/1-23 Cav
52d Mech Div Arty	52d Mech Div Arty
HHIB, 52d Mech Div Arty	HHB/52d Mech Div Arty
7th Bn (155, SP), 50th FA	7-50 FA
7th Bn (155, SP), 51st FA	7-51 FA
7th Bn (155, SP), 52d FA	7-52 FA
HHIB, 7th Bn (155, SP), 52d FA	HHB/7-52 FA
Svc Btry, 7th Bn (155, SP), 52d FA	Svc/7-52 FA
Btry A, 7th Bn (155, SP), 52d FA	A/7-52 FA
Btry B, 7th Bn (155, SP), 52d FA	B/7-52 FA
Btry C, 7th Bn (155, SP), 52d FA	C/7-52 FA

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EXERCISE ABBREVIATION

1st Bn (8, SP), 43d FA	1-43 FA
HHB, 1st Bn (8, SP), 43d FA	HHB/1-43 FA
Svc Btry, 1st Bn (8, SP), 43d FA	Svc/1-43 FA
Btry A, 1st Bn (8, SP), 43d FA	A/1-43 FA
Btry B, 1st Bn (8, SP), 43d FA	B/1-43 FA
Btry C, 1st Bn (8, SP), 43d FA	C/1-43 FA
2d Bn (Chap/Vule, SP), 452d ADA	2-452 ADA (C/V)
HHB, 2d Bn (Chap/Vule, SP), 452d ADA	HHB/2-452 ADA
Btry A, 2d Bn (Vule, SP), 452d ADA	A/2-452 ADA
Btry B, 2d Bn (Vule, SP), 452d ADA	B/2-452 ADA
Btry C, 2d Bn (Chap, SP), 452d ADA	C/2-452 ADA
Btry D, 2d Bn (Chap, SP), 452d ADA	D/2-452 ADA
52d Avn Co	52d Avn Co
52d Engr Co	52d Engr
HHC, 52d Engr Bn	HHC/52d Engr
Co A, 52d Engr Bn	A/52d Engr
Co B, 52d Engr Bn	B/52d Engr
Co C, 52d Engr Bn	C/52d Engr
Co D, 52d Engr Bn	D/52d Engr
Co E, (Brg), 52d Engr Bn	E/52d Engr
1st-2d Plt (Hv Raft), Co E, 52d Engr Bn	1 or 2/E/52d Engr
3d Plt (AVLB), Co E, 52d Engr Bn	3/E/52d Engr
52d CBTI Co	52d CBTI Co
52d MP Co	52d MP Co
52d Sig Bn	52d Sig
HHC, 52d Sig Bn	HHC/52d Sig
Co A (CO), 52d Sig Bn	A/52d Sig
1st-2d Plt (Comd SIGCEN), Co A, 52d Sig Bn	1 or 2/A/52d Sig
Co B (Fwd Comm), 52d Sig Bn	B/52d Sig
1st-3d Plt (Fwd SIGCEN), Co B, 52d Sig Bn	1, 2, or 3/B/52d Sig
Co C (Spt Op), 52d Sig Bn	C/52d Sig
52d Mech DISCOM	52d Mech DISCOM
HHC, 2d Mech DISCOM	HHC/52d Mech DISCOM
52d AG Co	52d AG Co
52d Fin Co	52d Fin Co
52d Maint Bn	52d Maint
HQ & Co A (Lt Maint Spt), 52d Maint Bn	HQ & A/52d Maint
Co B (Fwd Spt), 52d Maint Bn	B/52d Maint
Co C (Fwd Spt), 52d Maint Bn	C/52d Maint
Co D (Fwd Spt), 52d Maint Bn	D/52d Maint
Co E (Trans Acft Maint), 52d Maint Bn	E/52d Maint
Co F (Hv Maint), 52d Maint Bn	F/52d Maint
52d Med Bn	52d Med
HQ & Co A (Spt), 52d Med Bn	HQ & A/52d Med
Co B, 52d Med Bn	B/52d Med
Co C, 52d Med Bn	C/52d Med
Co D, 52d Med Bn	D/52d Med
52d S&T Bn	52d S&T
HHC, 52d S&T Bn	HHC/52d S&T
Co A (S&S), 52d S&T Bn	A/52d S&T
Co B (TMT), 52d S&T Bn	B/52d S&T